

JANUARY 1, 1939



TWENTY CENTS

Sales Management

★

★ **The South:**

★ **Marketing Man's**

★ **Land of Opportunity No. 1**

★ **A 5-Star Special Feature**

THE MAGAZINE OF MODERN MARKETING

MR. SPACE BUYER ..



**READ BETWEEN
THE LINES**

Sometimes there's more in lineage figures than meets the eye. Cold, bold figures don't tell the entire story. It's the trend that counts. And on the Chicago Evening American the trend is up and up. In November the Evening American was the only Chicago newspaper to show a retail lineage gain. As this issue of Sales Management goes to press this newspaper—for the month of December to date—leads all Chicago daily papers in total advertising gains.

DURING THE MONTH OF NOVEMBER
THE EVENING AMERICAN GAINED

58,992

LINES OF TOTAL PAID ADVERTISING

• • •

DURING THE FIRST 19 DAYS OF DECEMBER
THE EVENING AMERICAN GAINED

70,711

LINES OF TOTAL PAID ADVERTISING

More than 25,000 lines of the November gain and more than 45,000 lines of the December gain are in retail advertising. All figures are from Media Records.

CHICAGO  AMERICAN

... a good newspaper

National Representatives: Hearst International Advertising Service, Rodney E. Boone, General Manager

HORATIO ALGER, JR.

WAS RIGHT



REMEMBER the days when we sneaked away from our arithmetic homework to devour Mr. Alger's best sellers?

It might be a good idea today, to put our profit and loss figures aside, and take another look at those celebrated works.

Horatio certainly had the art of business success down to a formula. And one important part of that formula is as true today as it was then:—

When Nick the Newsboy, or Pete the Printer's Devil (or even many of today's executives) decided to strike out and become a tycoon, they invariably hopped the nearest train, and headed for the nearest big city.

For even the fledgling of sixteen knows that the place to do Big Things, make Big Money, win Big Jobs or Big Orders, is in the big, busy, bustling metropolis.

That sounds almost too obvious. And yet, how many national magazine campaigns today are really following this primary rule of business?

Let's look and see.

We have before us a map of the U. S. with 24 little spots on it. 24 big cities with their surrounding trading areas. 37.9% of our people live in these "spots". They keep 39.6% of our stores busy. They ring up 45½¢ of every dollar on America's cash register.

How well are your magazine ads covering these volume sales centers?

Well, if you use the leading national weekly, you're reaching only 12% of the homes there. If you use the leading women's magazine, you're reaching just 11.1%. If you use the leading general monthly, you get just 7%.

It's a matter of ABC record that national magazines don't do

the job on the big cities that they do on the rest of the nation.

That is, all but one magazine, whose particular job it is to cover these big city markets—and only these big city markets.

THIS WEEK MAGAZINE, by piling up most of its 5,300,000 copies there, covers 800,000 more homes than the 3 above-mentioned leaders put together. (Still more than that, when you count duplication.) Yet THIS WEEK's color-page-per-thousand rate is lower than any magazine in the business.

1 1 1

WE'RE not asking you to give up all your other magazines and use only THIS WEEK—any more than you'd ask us to give up all our other food and eat only your corn-flakes.

But without THIS WEEK your sales diet is missing a vital ingredient. Without THIS WEEK your magazine campaign can't really cover the markets that mean volume and profits.

Sixty-seven new advertisers remedied that in 1938. How about your company, in 1939?

THIS WEEK

the **BIG CITY** magazine



Situation Wanted: Male

George Pfeiffer, of Merchantville, N. J., aged 24, wanted a job. Advertising or publishing appealed to him strongly. Unfortunately, weeks of pavement-pounding and filling out applications didn't land the job. Whereupon the ambitious youth took stock of his abilities and resources, and published a four-page miniature "newspaper," the *Personnel News-Record*.

"Many Employers Approached" read the streamer headline on page one: "Business men given chance to hire youth." From there on the paper describes Mr. Pfeiffer's qualifications and past jobs from every angle. A column of "Society Notes," a horoscope for his birthday, a "Walt Erwin Chell Off Broadway," letters to the editor, and assorted news items recounted the Life and Times of Pfeiffer.

One of the "letters to the editor" from "Disgusted Reader" snarled, "I think it's a lot of bum self-publicity. Why should any guy be so conceited as to write a whole newspaper about himself?" To which the Editor replied, "See page one, column four." There we learn:

"In a statement to the press, Mr. Pfeiffer said, 'My thought is not that I know it all, or that I am a world-beater, or anything of the kind. But I do have confidence in my ability to learn and work . . . I have no inflated idea concerning my value simply because I am making this formal announcement. After all, I am yet young and experience is an important factor. . . .'

"This attitude was clear, and it is hoped by the *Personnel News-Record* that it will be understood by the business men throughout the country to whom it was directed."

Some 330 copies were mailed to executives, and 27 replies have been received to date, some from as far west as Idaho. Ambitious "Editor" Pfeiffer isn't so much interested in present salary as he is in future opportunity. Hence, he's conning the offerings carefully. Whatever firm hires him will get a willing worker, modest, yet aware that "he that tooteth not his own horn, said horn remaineth in a state of untooteness."

A-Tisket, A-Tasket

The New York firm of Leipzig & Lippe, Inc., has more than 3,000 different kinds of baskets in stock, from thimble-size upward. This figure does not include containers called baskets by the layman, but not meeting the dictionary definition to which the industry adheres: A vessel made of osiers or other twigs, cane, rushes, splints or other flexible material, interwoven. Leipzig & Lippe also sell wastebaskets made of cardboard, and boxes known as baskets because of their shape—but these, they say, are not true baskets.

Though the industry is as old as civilization itself, no machine has been invented to make baskets. (There is a loom used to some extent in making large objects such as hampers, baby carriages and fern stands.) It is because labor is the chief item of expense in the manufacture of baskets that we import about 90% of those used in this country—approximately half from China and Japan, the rest from a long list of other countries, with Poland in

the lead. At least a dozen companies in the U. S. manufacture baskets.

The basket business is subject to changing trends. We see fewer sewing baskets than in Grandma's day, and more sewing boxes. With retailers willing to deliver a spool of thread or a box of matches, women no longer use market baskets. Almost extinct are trinket baskets and whiskbroom holders. Lunch baskets have given way to boxes and thermos bottles.

But baskets are not dead, according to Messrs. Leipzig and Lippe. Picnic baskets, fitted and unfitted, rose to favor about three years ago. The U. S. public bought about half a million last year—American-made at from \$1 to \$3.50, imports from Britain ranging from \$6.50 to \$25. Glass-holders of straw were brought in from China about 18 months ago, retailing at 19 cents apiece. Today they are selling by the million at five cents apiece in the dime stores, at 59 cents per dozen in department stores. There's a thriving business in mail-baskets for New Englanders. Gift baskets for liquor grow increasingly popular.

Another growing custom that cheers the firm is the use of baskets by manufacturers of toiletries and cosmetics. Tre-Jur, Inc., has for the past three years put out gift assortments in baskets. They are sold at from \$1 to \$10 and move fastest at Easter and Christmas. This season's basket is a bit dressier than in former years; it's enameled, for one thing. Charbert, Inc., perfumers, also sell their products in baskets. Until recently prices ranged from \$2.50 to \$27.50, but a tiny bottle in a small basket is now available at \$1.25. The plan was inaugurated a year ago. Sales for this holiday season were better than last.



Jerome S. Lippe, left, and W. P. Leipzig and several of their products — which hold everything from flowers to fruit, candy to cosmetics. Unlike the basket in the song, these come in every color.

Leipzig & Lippe, naturally, like to receive orders from manufacturers, who buy in large quantities. Baskets for packaging are always made to order, according to specifications, to fit the product.

"There are 14,000,000 pedigreed dogs in this country, and I believe each one of them must have a dog basket," says Mr. Lippe. "Until about three years ago sales of dog baskets amounted to \$5,000 annually, I estimate. Then someone brought out a basket for a dollar, and the stores advertised it. It wasn't very well designed, and there was just a cheap cotton pad in it. The public didn't take to it, but they had come to look—which proved that they were interested. So better designed baskets were brought out, real beds, with kapok cushions. I estimate that they're selling now at the rate of 400,000 to 500,000 a year, at prices ranging from \$1.49 and \$1.98 (the best sellers) to \$3.95. A small number of even higher priced ones is also being sold. Stores usually sell blankets and slip covers with the beds."

The nation's best basket town, on a per capita consumption basis, is Lancaster, Pa. So says W. P. Leipzig, the firm's president, judging not only from volume of orders but from having visited the city on market days. They still use shopping baskets in Lancaster, he says—not just one per person, but several.

Both Leipzig and Lippe come from families with basket tradition behind them. Leipzig's father founded a basket importing firm in New York 75 years ago; the son later became its president. He left that company to become president of the firm he now

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The same organization selling the same media—**BUT**

ROTOGRAVURE, COMIC AND MAGAZINE SECTION ADVERTISING

NEWSPAPER GROUPS, INC.

(Formerly Gravure Service Corporation)

420 LEXINGTON AVENUE
NEW YORK CITY

A NEW

Calling Card!

GRAVURE SERVICE CORP.

announces that, effective immediately, its name
will be changed to

NEWSPAPER GROUPS, INC.

We believe that this more clearly designates our
present activities—the representation of the Five
Gravure Groups, the Midwest Comic Group and
the Pacific Coast Comic and Magazine Group.

NEWSPAPER GROUPS, INC.

(Formerly Gravure Service Corporation)

420 LEXINGTON AVENUE, NEW YORK CITY

CHICAGO
360 N. Michigan Ave.

SAN FRANCISCO
Chronicle Bldg. 5th & Mission

This Issue of *Sales Management*

**Carries the Largest
Volume of Advertising
Ever Published by the
Magazine**

**(with the exception of
Survey of Buying Power issues)**

heads, which was incorporated in 1933. Lippe, who joined him then, had been with the other company for four and one-half years. Before that he had worked for his father, a manufacturer of domestic baskets.

Because the public is always wanting something new, and makers of baskets in other lands have little initiative, the company has to think up its own new designs. A large part of its business is in containers and novelties that are not true baskets: Raffia dolls, wastebaskets of cardboard, wooden salad bowls, and dozens of other items. There are rattan carpet beaters from Holland—so good-looking we'd use them for decorations. An attractive item is the Kanakin, of maple and resembling a barrel. It has an earthenware insert—for cookies or ice, according to preference.

The company advertises in trade journals and uses direct mail. Best form of promotion tried thus far is offset reproduction of department store ads or display photographs, sending them to other stores to show what can be done with baskets.

Nut Stuff

"Dr. Seuss to see you," said the girl. In walked Ted Seuss Geisel, tall, trim, young New Yorker (via Springfield, Mass.), creator of "Quick, Henry the Flit" and a mess of the funniest bugs the advertising world ever saw. This Dartmouth '25 and Oxford man who set out to be a master of philosophy—but whose pencil and funny bone ran away with him—has shown in millions of ads that he has no respect whatever for the physical facts of bugology. Now he's gone ornithologic. He walked in with the "Hankey Bird."

"There's no sense to it," said he. Of course not. The world has learned to expect no sense from Dr. Seuss. There wasn't any to "Henry" and his bug attack. (But did people notice? And did they buy Flit!) So there's no sense to this "Hankey Bird"—a cock-eyed concoction of Scotchman and flapdoodle that snaps colorfully onto the neck of a bottle of Hankey Bannister scotch whisky with the aid of a small coil spring (See cut). But it makes people laugh when a bartender sets out a bottle—gives away the bird, or sells it, as the case may be. And "Hankey" adds something to the sales appeal of gift packages in liquor stores. Distribution has covered only the Atlantic seaboard up to now; but it soon will go national. This bird is all set to give "Henry" a run for his money as an advertising character.

Solemnly intoned Dr. Seuss: "The bird on the bottle is a replica of an actual bird, developed after years of painstaking cross-breeding in the Seuss Laboratories for a lofty purpose, namely, to produce a carrier pigeon for the Scottish army . . . a bird so distinctive that it would not be mistaken for a grouse and shot down by near-sighted American millionaires. After fifteen generations of wearing kilts, the Hankey Bird has developed sideburns. But most unfortunately his mating call is characterized by a distinct burr. Our only purpose in leasing him to Hankey Bannister is to finance further scientific effort to de-burr that mating call . . . not, I assure you, to aid the crass business of selling whiskey."

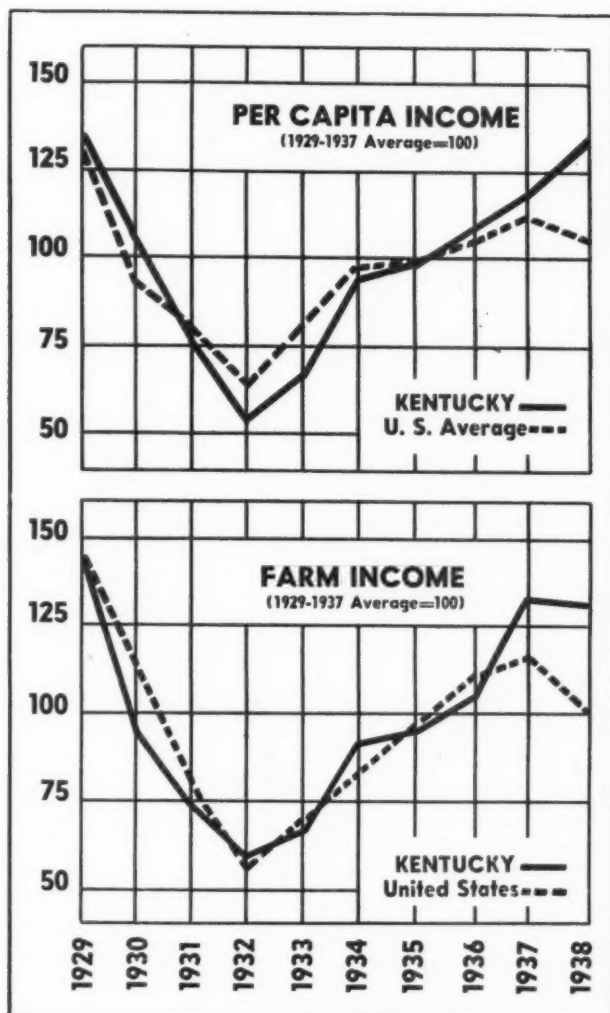
"Liar!" shouted some coarse person in the next office.

Dr. Seuss, crestfallen philosophical scientist, walked out leaving a Hankey Bird, a full quart . . . and eight new, satisfied customers.



"Hankey Bird," the scotch carrier pigeon.

Income gains insure greater sales opportunities in Kentuckiana



THE per capita spendable income in Kentucky is 3% greater today than during the boom period of 1929, according to Sales Management figures, and farm income in this section for the first 10 months of 1938 is within 1% of the corresponding period for the most prosperous farm year since 1930. Figures for the nation as a whole show that the average per capita income is only 84% of that of 1929 and that farm income has dropped 13% below the 1937 level.

That this prosperity is real and is being reflected in business activity is indicated by the great gains in residential construction in Louisville. During the first 10 months of 1938, according to the Dodge Corporation Reports, 696 new residences valued at \$4,578,000 were erected as compared with 362 valued at \$1,968,400 during the entire year of 1937. Unseasonable weather conditions retarded retail selling in this section during October but November and December buying has been far in excess of anticipated demand.

Kentuckiana is one of America's brightest markets today and sales opportunities are steadily increasing . . .

TO SELL KENTUCKIANA YOUR ADVERTISING SCHEDULE MUST INCLUDE

The Courier-Journal THE LOUISVILLE TIMES

REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

JANUARY 1, 1939

Sales Management

VOL. XLIV. NO. 1

JANUARY 1, 1939

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Notes from the Managing Editor's Desk

Executive Editor Salisbury has done a bang-up job on the special feature in this issue on the South as a market. The Pictographs not only tell a significant story but they're the easiest way we know to take a mass of statistics easily, and without getting indigestion afterward.

* * *

The reaction of many of the companies whose packages and containers have been criticized by the housewives of America in the leading article in this issue is going to be, we're pretty sure, "It can't be true. They must like our package because we have had no complaints about it" ... Alas! it probably *is* true. And the fact that there have been no complaints may be explained by the fact that the manufacturer simply hasn't exposed himself to them. Please remember that, in this survey, we are reporting not our own opinions, but what consumers in ten cities told our Ross Federal investigators.

* * *

As we write these lines, Ray Prescott, our statistician, is passing our office door with adipose rolls of broad yellow work sheets under each arm ... which means the new Survey of Buying Power is well under way. It will be published, as usual, on April 10, and will contain, among other new features, a section on the Canadian market.

A. R. HAHN.

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.... Watch how
SALES GO UP
Down in New Orleans

★

Hoist your sales in '39! Follow the trade winds on down to New Orleans where every month is a sales month. In 1938 New Orleans was above the national sales average from January through December!

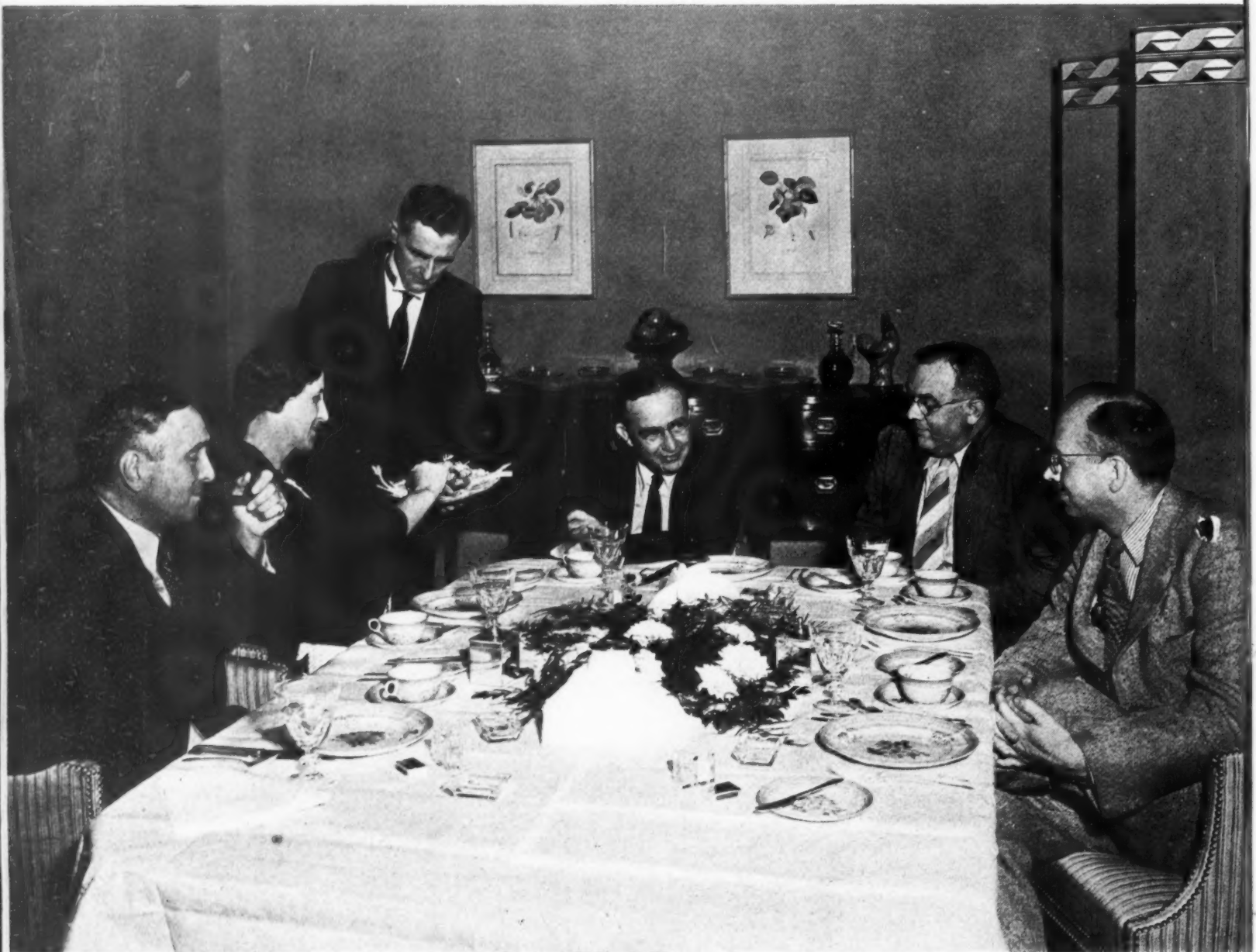
Oil, cotton, sugar, rice and other rich resources as numerous as a schooner's halyards keep the buying dollars rolling in.

For greater sales in New Orleans in '39 place your advertising in The Times-Picayune and New Orleans States where at the lowest milline rate you cover both metropolitan New Orleans and the prosperous Trade Area.

The Times-Picayune
NEW ORLEANS STATES

Representatives: NOEE, ROTHENBERG & JANN, INC.
New York Chicago Detroit Atlanta San Francisco

Columbia sets the table



Mr. Robert F. Lund

Mrs. Robert V. Russell

Mr. Lyman Bryson

Mr. Alexander H. Watt

Mr. George H. Soule

A few of the subjects discussed on "The People's Platform"

Public Opinion and the Press
Public Opinion and the Radio
Public Opinion and Magazines
Is There Politics in Relief?

Should We Spend Our Way to Recovery?
What is a Liberal?
Do We Need a Larger Army and Navy?
What Should We Do About Our Surpluses?

A Third Term for Presidents?
Do We Need a League of American Nations?
Should We Admit the Refugees?
How Can You Succeed in the Arts?

...and people talk!

Mr. Amos Pinchot dined with a cabby. A housewife from the Bronx and a Connecticut grocer exchanged views with an industrialist and an economist. A pacifist and a rear admiral debated armaments. Secretary Wallace and General Hugh Johnson had coffee—and an argument. A truck driver, a former president of Panama, a policeman's wife and a famous socialist—all have been Columbia's dinner guests, all have helped make The People's Platform, created by the CBS Department of Education, one of the most provocative and most interesting of all radio programs.

Every Sunday night, a little before seven, a small group of people meets for dinner in Columbia's dining room. Each week it is a different group, men and women from all walks of life, brought together at the dinner table by Lyman Bryson, chairman of Columbia's Adult Education Board. Each week a subject of particular moment is introduced, and conversation, stimulated by good food and pleasant surroundings, flows smoothly across the board.

No microphones are in evidence. Hidden under flowers, they are suddenly and silently cut in as the discussion gathers momentum. No person in the room knows just when the voices go on the air. Nor does he care. He's much too interested in what is being said and what he wants to say.

For a half hour, spontaneously expressed opinions and beliefs—and sometimes heated arguments—are broadcast from coast to coast. Unrehearsed and informal, they reveal a cross section of American ideas, the ideas of groups of different occupations, different party affiliations, different economic levels. And Columbia, while having no editorial interest in the opinions expressed, is pleased to present them to the American radio audience as an immediate reflection of American thinking and American feeling.

The Columbia Broadcasting System

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★.

	Sales Prospect for Jan., Feb. & Mar.	Sales Prospect for Next 12 Months		Sales Prospect for Jan., Feb. & Mar.	Sales Prospect for Next 12 Months
Advertising	★★★★	★★★★	Luggage	★★★★	★★★★
Air Conditioning	★★★★★	★★★★★	Machine Tools	★★★★★	★★★★★
Airline Travel	★★★★★	★★★★★	Machinery (Agr'l)	★	★★★
Airplane Sales	★★★★★	★★★★★	Machinery (Ind'l)	★★★★★	★★★★★
Automobile Sales	★★★★★	★★★★★	Meats	★	★★
Automobile Tires	★★★★★	★★★★★	Metal Containers	★★	★★
Baking (General)	★	★	Motion Picture		
Banks (Revenues)	★	★★	Receipts	★★★	★★★
Beer	★	★	Musical Instruments	★★★★	★★★★
Building Materials	★★★★★	★★★★★	Office Equipment	★★★★	★★★★
Candy & Chewing Gum	★★★	★★	Oil (Cooking)	★	★
Canned Fruits and			Paint	★★★★★	★★★★★
Vegetables	★	★	Paper (Newsprint)	★★	★★★
Cereals	★	★	Paper (Wrapping and		
Chemicals (Misc.)	★★★★	★★★★	Container)	★★★	★★★★
Cigarettes	★★	★★	Photographic Supplies	★★★★	★★★★★
Cigars	★	★	Plastics	★★★★	★★★★
Clothing (Men's, Wo-			Printing and Publishing		
men's & Children's)	★★★	★★	Equipment	★★★	★★★★
Coal (Anthracite)	★	★	Radios	★★★★	★★★
Coal (Bituminous)	★★★★★	★★★★★	Railroad Equipment	★★★★★	★★★★★
Cosmetics	★★★	★★★	Railroad (Net Income)	★★★★★	★★★★★
Cotton Textiles	★★★	★	Rayon Textiles	★★	★★
Dairy Products	★★	★	Refrigerators	★★★	★★★
Department Stores	★★★	★★	Restaurants	★★★	★★★★
Diesel Engines	★★★★★	★★★★★	Rural Stores	★	★★★
Drugs and Medicines	★★★★	★★	Security Financing	★★★★★	★★★★★
Electrical Equipment			Shipbuilding	★★★★★	★★★★★
(Heavy)	★★★★★	★★★★★	Shoes	★★★★	★★★
Electrical Equipment			Silk Textiles	★	★
(Light)	★★★★	★★★	Soap	★★★	★★★
Exports	★	★★★	Soft Drinks	★★★	★★★
Flour	★	★	Sporting Goods	★★★★	★★★
Furs	★★★★	★★★★	Stationery (Commer'l)	★★★	★★★
Gasoline and Oil	★★	★★	Steel and Iron	★★★★★	★★★★★
Glass and Materials	★★★	★★★	Sugar	★	★
Groceries	★	★	Surgical Equipment and		
Hardware	★★★	★★★★	Supplies	★★★	★★
Hotels	★★★	★★★★	Television	★★★★★	★★★★★
HouseFurnishings(Floor			Toothpaste and Mouth		
Coverings, Furniture,			Washes	★★	★★
Beds, etc.)	★★★★★	★★★★★	Toys and Games	★★★	★★★
Household Products			Trailers (Autos)	★	★
(Kitchenware and			Travel (Sea)	★★★	★★★★
Miscellaneous)	★★★	★★★	Trucks	★★★★	★★★★★
Imports	★★	★★★	Utilities—Electric	★★	★★
Insurance (Life)	★★	★	Utilities—Gas	★	★
Jewelry	★★★★	★★★★	Utilities—Telegraph	★★	★★
Laundry	★★	★★	Utilities—Telephone	★★	★★★
Liquor (Alcoholic			Washing Machines	★★	★★★
Beverages)	★★	★			

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Future Sales Ratings Sees Major Business Expansion for 1939

Readers of this column will be interested in the analysis of the accuracy of Future Sales Ratings in the past two years. This reveals a "bating average" on the industry forecasts of approximately 77% for 1937 and estimates a percentage of accuracy at least equal to this for 1938. Details will be printed in an early issue. The analysis demonstrates the value of Future Sales Ratings to sales, advertising and promotion men, as well as to financial investment opportunists.

Numerous signs point to a business expansion this year of considerable proportions over 1938. Among these are tendencies to conservatism by the American Government, substantially improved business sentiment, the likely sharp rise of capital financing, heavy Government spending, large utility expansion schedule, the Government armament program, possibility of revision of the Wagner Labor Act, outspoken Federal sentiment to end business-labor troubles, the bright residential construction outlook, growth in purchasing power both from better business and higher securities markets, low money rates and easier credit policies of banks, possible Federal insurance to speed business loans, Federal plans to finance broad-scale purchases of equipment by railroads and somewhat improved agricultural situation through heavy foreign purchases of our grain and indications of higher prices this year.

Heavy and Luxury Lines Best

Future Sales Ratings thus are geared for a material expansion in business this year, with the big fillip likely to come in the heavier and luxury lines. In this issue, several changes appear in the industrial set-up of the tabulation, with the two baking industries merged into Baking (Gen.), and Lawyers' Income, Physicians' Income and Real Estate Rentals deleted because of the difficulty of obtaining statistics on these classifications. Three new industries have been added: Security Financing (rated 5—5), Surgical & Dental Supplies (rated 3—2) and Television, the infant in swaddling clothes all of the authorities agree is sooner or later destined to become one of the entertainment giants of the age, rated 5—5.

SALES MANAGEMENT

Your Prize Recipe Has a Title:



PROVIDENCE

1939 MODEL TEST MARKET

You

called for these ingredients:

Answering Sales Management's recent query, 207 agency and manufacturer executives representing today's sales and advertising opinion stressed these as the most important requirements of a Test Market:

REPRESENTATIVE — as to average income
— as to character and types of people

DIVERSIFIED — as to sources of income

SELF-CONTAINED — an independent market.

NORMAL — close to average in per capita sales
and in current business activity

COMPACT — as to consumers and good outlets
and **ECONOMICAL** — as to effectiveness of
newspaper coverage and co-operation

PROVIDENCE fills the order!

AT YOUR SERVICE:

*A competent, interested newspaper staff . . .
time saving route lists . . . and two well-edited
monthly house organs for the trade.*

REPRESENTATIVES: Chas. H. Eddy Co.,
Inc., New York, Chicago, Boston, Atlanta
R. J. Bidwell Co., San Francisco, Los Angeles

Isolated? No, but

Self-Contained!

A peach in a basket is just as individual
as on a wind-flung branch. And much more
handy!

In the rich, closely packed sales basket
that is New England, Providence is the
second largest city — characteristic, but
independent of all others — a well-rounded,
self-contained merchandising unit.

Wholesale volume last year was estimated
at \$194,000,000; retail sales in the city zone
at \$158,000,000. Local wholesale servicing
is practically exclusive.

The Journal-Bulletin grocers' route list
contains 1345 retailers in greater Providence,
16 wholesalers, 4 brokers, 2 chain store
headquarters. The druggists' list contains 237
city-zone drug stores, and 4 wholesalers: a
strong local house, a McKesson affiliate, a
mutual, and a drug-sundries dealer.

A clean-cut merchandising unit, handy
for checking . . . handy, too, for quick, ef-
fective advertising pressure. Through the
Evening Bulletin you reach virtually every
consumer, influence every progressive dealer,
at one low cost.

The **EVENING BULLETIN**

1938 Effective Buying Income

STATES	Monthly Income Ratio Oct. 1938 as % of Oct. 1937	Monthly Income Ratio Sept. 1938 as % of Sept. 1937	Year-to-date Ratio Jan.-Oct. as % of same 1937 period	Year-to-date Ratio Jan.-Sept. as % of same 1937 period	Effective Buy- ing Income per Family Latest Annual Basis	Families (in thousands)
Connecticut.....	85.0	80.2	77.0	76.1	\$2,433	388.7
Maine.....	95.2	91.2	81.0	79.7	1,859	197.8
Massachusetts.....	92.2	86.6	82.9	82.0	2,560	1,021.2
New Hampshire.....	91.5	86.9	81.6	80.6	1,941	119.3
Rhode Island.....	93.9	87.0	85.1	84.1	2,520	165.3
Vermont.....	98.3	90.7	85.1	84.8	2,100	89.2
New England.....	90.5	85.5	81.5	80.5	2,400	1,981.5
New Jersey.....	90.8	90.4	87.8	87.4	2,512	985.7
New York.....	97.5	89.0	86.0	85.6	2,925	3,153.1
Pennsylvania.....	80.1	78.3	77.4	77.1	2,091	2,235.6
Middle Atlantic.....	91.0	85.8	84.0	83.2	2,580	6,374.4
Illinois.....	83.3	81.7	83.5	83.6	2,108	1,929.4
Indiana.....	80.2	76.5	74.8	74.2	1,550	843.1
Michigan.....	74.6	74.0	66.6	65.6	1,927	1,180.6
Ohio.....	81.0	78.2	74.8	74.1	1,935	1,697.9
Wisconsin.....	81.7	81.6	84.1	84.4	2,114	711.6
East North Central.....	80.5	78.8	77.2	76.8	1,964	6,362.8
Iowa.....	92.8	85.4	93.4	93.5	1,944	635.7
Kansas.....	85.8	80.8	86.0	86.1	1,563	487.2
Minnesota.....	87.6	86.0	91.4	91.9	2,322	606.5
Missouri.....	90.8	89.0	88.6	88.4	1,868	939.5
Nebraska.....	87.3	81.2	88.6	88.7	1,570	343.0
North Dakota.....	92.0	90.3	92.8	92.9	1,618	145.0
South Dakota.....	92.3	98.7	101.0	102.2	1,590	161.0
West North Central.....	89.5	86.0	88.9	90.5	1,835	3,317.9
Delaware.....	84.8	85.2	84.3	84.2	2,290	59.1
District of Columbia.....	100.3	99.2	99.9	99.8	3,782	125.6
Florida.....	85.6	88.9	89.1	89.4	1,810	376.4
Georgia.....	95.4	90.1	85.9	84.7	1,296	652.8
Maryland.....	87.1	84.8	85.7	85.6	2,254	385.2
North Carolina.....	88.9	93.3	89.2	89.3	1,378	644.0
South Carolina.....	104.9	92.4	87.9	85.7	1,140	365.7
Virginia.....	93.4	94.3	88.6	88.1	1,553	529.1
West Virginia.....	83.5	84.4	77.7	77.0	1,389	373.9
South Atlantic.....	91.4	90.8	87.6	87.2	1,613	3,511.8
Alabama.....	87.5	91.5	85.6	83.2	958	591.6
Kentucky.....	88.5	87.8	85.1	84.8	1,218	609.4
Mississippi.....	103.8	94.8	89.8	87.3	690	471.7
Tennessee.....	93.8	90.0	87.1	86.3	1,394	600.6
East South Central.....	92.8	90.8	86.6	85.2	1,086	2,273.3
Arkansas.....	109.7	106.0	94.5	92.1	1,094	438.6
Louisiana.....	98.1	95.6	94.2	93.7	1,369	485.4
Oklahoma.....	89.0	88.2	90.4	90.6	1,567	564.2
Texas.....	92.0	90.9	95.4	95.8	2,071	1,380.1
West South Central.....	94.7	92.7	94.2	94.2	1,707	2,860.3
Arizona.....	80.6	78.3	81.9	82.1	1,919	106.0
Colorado.....	86.3	83.2	84.3	84.1	1,811	267.3
Idaho.....	76.7	84.9	80.3	80.5	1,967	108.1
Montana.....	83.7	79.6	79.6	79.0	1,993	136.2
Nevada.....	90.9	83.7	91.4	91.6	2,657	25.5
New Mexico.....	89.6	91.1	87.6	87.3	1,587	98.5
Utah.....	78.6	82.7	85.3	86.7	2,018	115.9
Wyoming.....	82.4	84.7	86.5	89.6	2,468	56.9
Mountain.....	83.6	83.0	83.9	83.8	1,937	914.4
California.....	87.7	89.2	91.5	89.3	2,647	1,610.1
Oregon.....	84.4	88.3	86.2	86.4	2,082	266.3
Washington.....	88.7	88.8	85.2	84.9	2,238	423.8
Pacific.....	87.6	89.0	90.0	88.4	2,509	2,300.2
U. S. A.....	88.3	85.8	84.5	84.0	2,021	29,904.6

Continued Upturn Suggests Higher 1939 Quotas

National income as of the first of November had recovered a fair-sized fraction of the loss accumulated during the recession. At the end of the first half year indications pointed to a national income of about \$58,000,000,000 for the full year. SALES MANAGEMENT provisional estimates now indicate \$63,000,000,000 or a loss of about 12% from the 1937 total. Recently-resigned Secretary of Commerce Roper claims that the country will have \$65,000,000,000 this year.

SM's research staff would like to accept this more optimistic estimate, but cannot find the extra two billions.

The South continues to make the best showing with every state ranking above the ratio in 10-month income:

	10 Months	October
U. S. A.....	84.5	88.3
South Atlantic.....	87.6	91.4
East South Central.....	86.6	92.8
West South Central.....	94.2	94.7

The most vigorous of the come-back states are the highly industrialized ones which felt the recession most severely. Figures show income of each month as a percentage of the same 1937 month.

	Sept.	Oct.	Gain, %
New England.....	85.5	90.5	5.0
Middle Atlantic.....	85.8	91.0	5.2
East North Central.....	78.8	80.5	1.7
West North Central.....	86.0	89.5	3.5

From this point on, income figures should make increasingly better comparisons with a year ago, for business is definitely on the upgrade whereas a year ago it was in a descending spiral.

The most favorably situated states, in 10-month incomes as compared with the previous year, are:

South Dakota.....	101.0
District of Columbia.....	99.9
Texas.....	95.4
Arkansas.....	94.5
Louisiana.....	94.2
North Dakota.....	92.8
California.....	91.5
Nevada.....	91.4
Minnesota.....	91.4
Oklahoma.....	90.4

With business on the increase, it is obvious that 1939 quotas should be set higher than 1938 actual results. The industrial areas will probably stand a higher boost above '38 figures than those states, such as the ones above, where good business has prevailed for the past year.

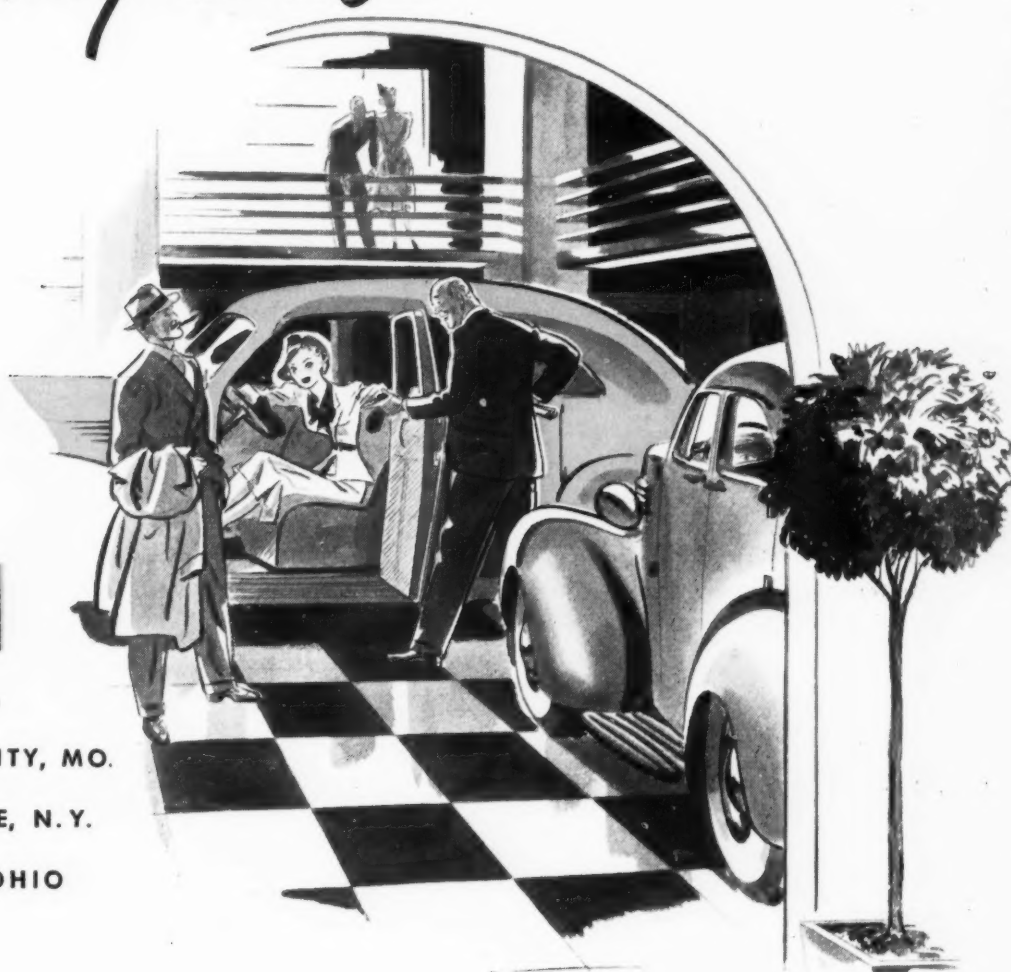
SM agrees with Babson's Reports, "We suggest at this time setting quota figures only for the first quarter or first half of the year. It is impossible to say to what extent this upward movement in business will go next year."

SALES MANAGEMENT

It's the LIFE they lead...

SUBURBAN

WHETHER THEY LIVE IN ...

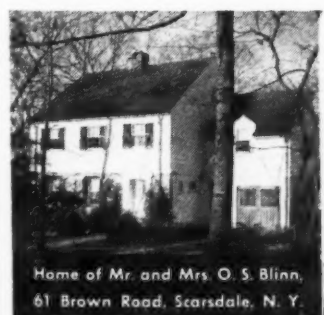


Home of Mr. and Mrs. John Aull,
6544 Summit, Kansas City, Mo.

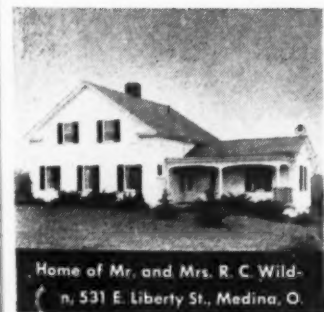
KANSAS CITY, MO.

SCARSDALE, N.Y.

MEDINA, OHIO



Home of Mr. and Mrs. O. S. Blinn,
61 Brown Road, Scarsdale, N. Y.



Home of Mr. and Mrs. R. C. Wild-
n, 531 E. Liberty St., Medina, O.

IT'S THE LIFE they lead that makes a family "suburban"...in its real sales-sense. It's the way they eat, sleep, work, play. Yes, and the way they buy!

Take a motor car, for instance. To these Suburbanites an automobile is a necessity. Their mode of life *demands* it. Before realty operators could open up tracts of residential and suburban property, they had to have *transportation*. The automobile took care of that.

And there is one magazine that "takes care" of this "suburban" mode of life: one book to which these Suburbanites look for information... whether it's cars or carpets or child-care!

That magazine is Better Homes & Gardens: the book-of-the-month to 1,850,000 above-average

families in towns and cities of *all* sizes... knit together by a common philosophy of living. A "must" market for motors... and *anything else* that belongs inside the home or out.

Proof? The famous Polk Survey (covering 17 leading national magazines in 18 representative cities) proved Better Homes & Gardens tops them all, in both *home ownership* and *automobile ownership*. The two go together!

Meredith Publishing Company, Des Moines.



BETTER HOMES & GARDENS

REACHING 1,850,000 FAMILIES
AMERICA'S BIGGEST HOME MARKET

It's the BOOK they read

THE RURAL SOUTH

The NATIONS No. 1 OPPORTUNITY

Business Week, in its issue of December 10, presents "The Business Record, State by State," showing the percent loss or gain from first nine months 1937 to first nine months 1938. Of the eight factors included in the analysis some show gains, some show losses, but each and every one shows a majority of the states in the South with a better record than the U. S. average. For example:

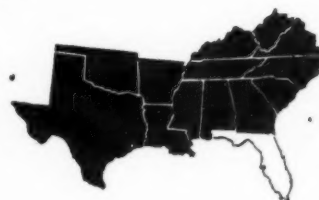
IN PASSENGER CAR SALES—

Ten of the South's fourteen states made a better record than the U. S. average.



IN FARM INCOME—

The solid South (only one state excepted) bests the U. S. average in this important sales boosting factor.



IN GASOLINE CONSUMPTION—

Ten Southern states showed gains of from 1% to 4%, while the average for the U. S. as a whole showed a slight loss.



IN ELECTRIC POWER OUTPUT—

Of the nine Southern states making better than the U. S. average, five showed substantial gains in electric power output.



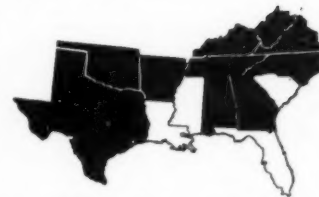
IN HOUSEHOLD REFRIGERATOR SALES—

Texas, Oklahoma, Arkansas, Louisiana and Florida made better than the U. S. average.



IN HEAVY CONSTRUCTION—

With gains of 12%, 23%, 34%, 38%, 48%, 54%, 61%, 61%, 70% and 231%, ten of the South's fourteen states showed an impressive lead over the U. S. average of 6% increase.



IN ORDINARY LIFE INSURANCE SALES—

Eleven states out of the South's fourteen stood well ahead of the U. S. average.



IN VALUE OF CHECKS DRAWN—

Only two states of the South's fourteen failed to better the U. S. average.



Here's financial strength pointing the way to greater business opportunities in the South. With better than 47% of all retail sales from this area coming from farm villages and towns of less than 10,000 population, *Progressive Farmer*, with its more than 965,000 circulation, offers the No. 1 advertising opportunity for influencing sales in this territory.

Progressive Farmer
and Southern Ruralist

BIRMINGHAM

RALEIGH

MEMPHIS

DALLAS

250 Park Avenue, NEW YORK

Daily News Bldg., CHICAGO

THE NO. 1 FARM & HOME MAGAZINE OF THE SOUTH

[14]

SALES MANAGEMENT

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending January 1, 1939:

Coster Helps Chains

It is our hunch that the best break the chain stores have had in years was the disclosure that the late Coster - Musica sponsored Representative Patman in a series of talks before retailers on the Robinson-Patman bill. This does not mean that Mr. Patman did anything illegal or even unethical, but his tie-up with Coster will leave such a bad smell that the chances of passage of drastic anti-chain store legislation under his leadership are virtually nil.

● ● ● SM editors muffed a great opportunity ten years ago to unmask Mr. Coster. An associate editor was sent to Bridgeport to interview the new wizard of merchandising. He reported back that he had seen the gentleman but that Coster wouldn't talk. He added, "This man is altogether different from any business executive I have ever interviewed. He looks and acts much more like a bootlegger than the head of a big legitimate business. After I had finished talking with him the sales manager and advertising manager got me aside and asked me, 'What do you know about this guy Coster? You get around a lot and must know about everyone of importance in the trade. We can't find out anything about him prior to his purchase of the controlling interest in the company.'" Later this same associate editor went on a trip as far as St. Louis and called on some of the wholesale houses which had been taken over in the McKesson & Robbins merger and also on some of the important wholesalers who did not fall for Coster's sales talk. Heads of several of the latter houses told our editor that this merger wouldn't last, that Coster was just a stock promoter, knew nothing about drug merchandising, had been a bootlegger, etc. On two different occasions this associate editor suggested an article or editorial to be headed "Who Is F. Donald Coster?"

● ● ● Looking backward, about the only consolation that the SM editors can get is that they were in good company in not believing that the gentleman was either a phony or a swindler.

● ● ● The unmasking of the Musicas should result in a much closer check-up of prospective employes and business associates. Applicants are too often taken on their face value and references either are not followed up at all or done in a very perfunctory fashion.

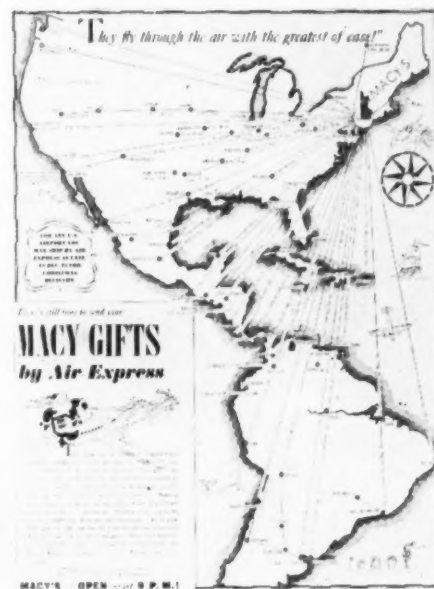
● ● ● Speaking of the chains, they are helping themselves, in addition to being helped by the Coster disclosures, through an intelligent and continued policy of cooperation with farmers. Their drives to move surplus stocks of milk, peaches, apples and other farm commodities have made a big hit with growers, whose collective votes are tremendously important. Their most recent excursion into that field of cooperation is the current cooperation with citrus growers, who are faced with the problem of moving the largest crop of oranges and grapefruit in history. Even those chain stores which do not sell citrus fruits have joined the campaign by putting up poster displays broadcasting the value of citrus fruit juice consumption.

● ● ● The big feature in this issue of SALES MANAGEMENT is a portrayal of the assets and the sales potentialities of the South. The story is so big that it cannot be told completely in a single issue of any magazine, and the story of the chain drive to sell citrus fruits reminds us of one of the omissions from the southern story. After that section was in the printer's hands the Messrs. Blackburn and Talbot of the New Orleans *Times-Picayune* reminded your editors that they had not done right by Louisiana's growing citrus industry. The reminder was in the form of a box of Louisiana oranges which were as large as grapefruit and just about tops so far as quantity of juice and sweetness were concerned. Other boosters of the South are privileged to make corrections in a similar manner.

Year-End Statements

erred together a big collection. A year ago the editors gath- of the usually optimistic year-end statements and put them ahead in the tickler for check-up at the end of the current year. Careful analyses indicate a composite batting average of approximately .350, which in baseball would qualify them for all-American ratings, but which falls far short of the .770 batting average compiled over the last two years by our Peter B. B. Andrews in his Future Sales Ratings department.

● ● ● One business man whose prediction was pretty close to 1,000% is William O'Neil, president of the General Tire & Rubber Co. A year ago he predicted that sales of new passenger cars would be halved, but that the tire industry would not suffer proportionately because replacement sales would be greater than in 1937. His record as a prognosticator is such that we now put him on the spot by citing excerpts from his 1938 year-end statement. "General business should show steady improvement in 1939, because I believe there is a growing demand



Often the most effective advertising is of an indirect nature—the advertising done for you by word-of-mouth or by satisfied users. Here, the Air Express gets a great and a deserved boost from New York's Macy's.

**THE MONEY YOU PAY FOR
TAKAMINE BRUSHES GOES;**

to CHINA—for the best Chung-
king tooth brush bristles;

to the STRAITS SETTLEMENTS and
the EAST INDIES as well as Japan
—for the bamboo;

to JAPAN—for bleaching bris-
tles and inserting in handles;
(This amount is less than 3% of the retail
price)

to the UNITED STATES GOVERN-
MENT—for import duty;

to AMERICAN LABOR—for all car-
tons, all printing, all finishing
and shipping;

to the AMERICAN RETAILER who
sells you these brushes.

TAKAMINE CORPORATION

1939 (OVER) PRINTED IN U.S.A.

How would you like to be
selling a German or Japanese
product? How would you get
around the popular unofficial
boycott? One method used
by the Takamine Corp. is a
stuffer which points out what
a small fraction of the money
paid for one of their tooth-
brushes goes to Japan and
how much goes to China and
to our own government,
laborers and retailers.

for all classes of merchandise. Shelves are bare and consumers need goods of every kind."

● ● ● The usually conservative Colonel Leonard P. Ayres says of 1939: "The coming year now promises to be a period of better employment, rising national income and increased volume of industrial production.

● ● ● "The monthly average of industrial production was 110 in 1937 and it will probably be 85 or 86 in 1938. It now seems likely that its average for 1939 will be about 104 and that it will not be higher nor lower than that by more than 4%. *National income seems likely to make a new high record for the recovery period and be a little above the level of 1937.*"

● ● ● National advertisers indicated restrained optimism in their reports to the Association of National Advertisers on 1939 plans. Fifty per cent of the members reported that they plan to invest on an average of 15% more in advertising this year than in 1938 and an additional 42% will invest the same amount. About 84% of the companies anticipate better sales than in 1938, with the average expected increase being 13%. Of the 8% who plan a decrease in advertising, conditions peculiar to their particular industries account for the expected reductions.

● ● ● "Few advertisers," according to Paul B. West, president of the association, "now find it possible to set up a rigid annual budget. Provision is made in most cases for reviewing the budget semi-annually, quarterly, or even monthly. Many of those at present planning the same expenditures for advertising as in 1938 indicated that their budgets would be increased if their expectations of better sales prospects are realized."

● ● ● Fred Wright's article in this issue, a reply to Thurman Arnold's blast, is one of the best expositions of a basic reason for advertising that we have ever read. Among other interesting observations, he makes the point that we have strict laws against the dropping of foundling babies on doorsteps, but no protection against manufacturers putting foundling products on the street. He argues that it would be more logical to pass laws *forcing* manufacturers to advertise their products than to use the legal system to *discourage* advertising.

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Damn the Makers

William A. Thomson, director of the Bureau of Advertising, American Newspaper Publishers Association, told the members of the Advertising Club of Cincinnati, December 14, that the two words *public relations* are as important to the world today as any pair in the dictionary.

● ● ● "Manufacturers whose products have enriched the lives of millions by bringing comfort and convenience within the reach of the smallest incomes . . . have wondered how people could gratefully swear by a product and roundly damn the makers of that product. They have marvelled that good will for their merchandise was so seldom synonymous with good will for themselves. We advertising men gave them the answer. We said, 'They know all about your soups and your soaps, your pickles and your automobiles, your lawn mowers and your breakfast foods, but they don't know anything about *you*.' We said to them, 'If you really are as good as the products you make, tell the public your story over your own names; if you are doing something for society besides grinding out profits, let the world know about it.' 'And above all things,' we said, 'tell your story in simple language and try to get across one or two ideas at a time, because the public is interested in principles rather than details.

● ● ● "I have never believed it was practical for business collectively to make a blanket defense or a blanket interpretation of its services to society. Such a case would have to be built on lines that are far too general. No two businesses are wholly alike, any more than two individuals. Some businesses must clean up their own premises before they are ready to ask visitors to drop in.

● ● ● I can think of a dozen large institutions whose advertising in newspapers would give the public a new idea of business, especially big business, and whose stories of service to every element, the customers, the workers and the stockholders, would make it difficult hereafter for political hatchet-men to say that mere bigness makes a business bad."

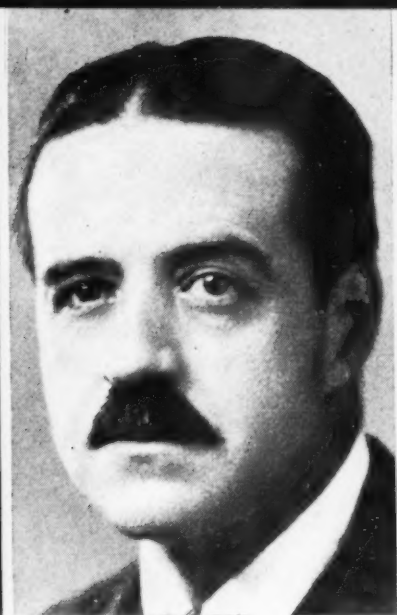
● ● ● Good news of the fortnight: Building construction during November reached the highest total for the month since 1930 and marked a gain of 29% over the same month last year. Department store sales for the month were 98% of the Federal Reserve System's normal. Bank debits for the latest reported week were 7% above the corresponding week of last year. Christmas trade in the majority of large cities equalled or exceeded last year. Latest reports show these cities running above 1937 parallel week: Atlanta, Birmingham, Boston, Buffalo, Charleston, Cincinnati, Cleveland, Dallas, Denver, Indianapolis, Kansas City, Louisville, Memphis, Milwaukee, New Orleans, St. Louis, San Francisco.

● ● ● "At long last," to use a phrase made famous by the Duke of Windsor more than a year ago, there is a good chance that Hawaii will be included in the 1940 Census of Distribution. Every manufacturer in the country should be interested in commercial statistics concerning Hawaii in as much as the population is essentially American and requires the products of every state. The Committee of Users of Census Data will bring the question forcibly before the Bureau of the Census at a meeting to be held in Washington on January 5, 1939. If you are interested in Hawaii ask your representative to press the matter with the members of the House Committee of the Census.

SALES MANAGEMENT



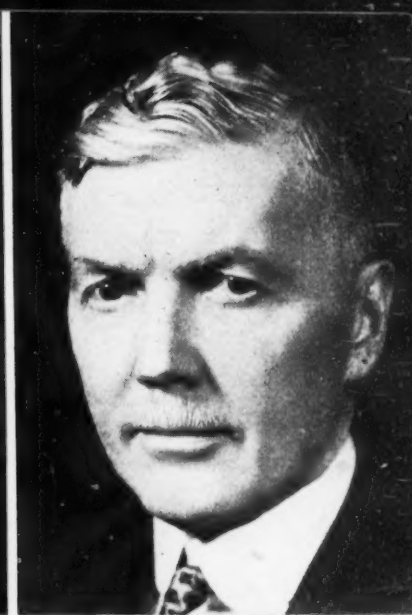
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NEWS REEL

1. Trucker: Charles T. Ruhf has been elected vice-president of Mack Trucks, Inc., Long Island City, and of Mack Manufacturing Corp., Allentown, Pa. He joined the company as a clerk in 1912. Since 1937 he has been in charge of production, and as v.p. will continue in that capacity.

2. Brewer: Thomas F. Bryce is the new president of Horton Pilsener Brewing Co., New York. For the last eight years he has been with Krueger Brewing Co., Newark, as general manager and later vice-president in charge of sales. He pioneered the use of cans for malt brews.

3. Applejacker: Francis E. Miller is elected president of Distilled Liquors Corp., New York, and its subsidiaries: Distilled Liquors Import Co. and Walter H. Hildick Co. He was formerly a Seagram sales executive, before that general manager of Socony-Vacuum's Ohio operations. The firm reports "substantial sales increases" of Hildick's applejack brandy over last year.

4. Dodger: W. J. O'Neil, vice-president of Dodge Brothers Corp., Detroit, has been promoted to president and general manager of that division of Chrysler Corp. He entered the auto industry in 1907; joined Maxwell Motors in 1921; Dodge in 1928.

5. Hotel Man: George V. Riley, former manager of the Hotel New Yorker, will be director of sales and advertising of National Hotel Management Co. He started out in life to be a textile chemist, but turned to hotel management after service with the A. E. F. He's been one of Ralph H. Hitz's henchmen since 1937.

6. Moves: Carl H. Sigler, former sales manager of Bauer & Black's surgical supply division, and more recently eastern sales manager of Jergens-Woodbury Sales Corp., has been named s. m. of Glasco Products Co., Chicago.

7. Floor Coverer: L. R. Waters, who has been with Congoleum-Nairn, Inc., Kearney, N. J., for many years, has been promoted to the post of vice-president in charge of sales.

8. Supervisor: Walter Stewart, recently Connecticut state manager for Schenley Distillers Corp., New York, goes up to general field supervisor, with the whole country as his territory. He had 12 years' experience in charge of field construction for Allied Chemical and Dye Co. before entering the liquor field in 1933. Now he will act as field aide to J. L. Leban, assistant general sales manager.

9. Food and Drink: Edward M. King, former associate merchandising manager for Maxwell House coffee and packaged coconut, is appointed manager for institution products, bag and bulk coffees and teas of General Foods Sales Corp., New York.

10. Rubber Man: Arthur B. Newhall, president of Hood Rubber Co., Watertown, Mass., has been elected executive vice-president of the parent B. F. Goodrich Co., Akron. His first job was as a school teacher; then, in 1917 he entered the Hood Co.'s purchasing department. Rising through successive grades he was executive v.p. of Hood when it was acquired by Goodrich in 1929.



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As a woman marries a sour-puss because his heart is gold, she buys these products for their quality and in spite of the "all wrong" cans.

Del Monte draws hisses because the asparagus can is square—thus devilish hard to open.

Toadstool in the mushroom basket is Libby's corned beef package . . . keys (when they aren't lost!) are hard to insert, and the strip closure has a way of tapering off to nothing half way around the can.

Targets for criticism are Baker's cocoa and Karo, because both cans have set-in lids. The oval one on the cocoa falls into the can and fishing it out involves cocoa dust on can, apron and closet shelf. Karo's makes pouring hard . . . inevitably leaves an unsanitary mess of syrup around the closure.

More Lowdown from the Ladies on Packages and Containers

Sales Management, in collaboration with Ross Federal Research Corp., adds another to its series of surveys on what women like and dislike about packages. . . . Is your present container right in the eyes of the ladies? Read what they have to say—and then decide.

IN this report—and the one which follows in the January 15 issue—SALES MANAGEMENT presents a brand new report from the field on what American housewives in ten cities think about the packages in which manufacturers send their goods to market. The criticisms evoked were both constructive and destructive—housewives having been asked specific questions to elicit both types of response. In but one section of the questionnaire did the SM editors ask "leading" questions (for reasons which will become apparent later) . . . in

other cases, for the most part, types of products and brand names mentioned, were obtained only by unaided recall. The findings are loaded with significance for any manufacturer who sells packaged merchandise.

SALES MANAGEMENT's first package and container survey, done in 1934, was a tentative jab into the unknown, done on a limited scale, and in an experimental mood.

It proved but one thing: The desirability of further research along the same line. The study was repeated several times, in the latter two in-

stances* considerably broadened in scope. Perhaps less than 500 consumers had been interviewed during this series before one significant fact crystallized: Every survey bore out—in trends—every other similar survey which had preceded it, and proved conclusively that, in this particular research problem, only a relatively small "sample" seems to be needed. Natu-

* "Consumers Tell What They Dislike About Packages and Containers," SM, April 1, 1936; "Housewives Run Up Danger Signals for Manufacturers in New Survey," SM, September 15, 1936.

rally, each new study developed new and interesting details.

The two projects carried out in 1936 brought many a manufacturer who registered indifference at the previous surveys into the SALES MANAGEMENT offices to study work sheets and ask some uneasy questions. It was just too bad, but the brutal fact was that many a sales executive had what he thought was a beautiful and satisfactory package only to be told by American housewives that it was much less than perfect from their point of view.

Admittedly splendid advances have been made in package design during the last decade, but SALES MANAGEMENT's surveys seem to support the thesis that producers, their advertising agencies (and in some instances, professional package designers), have riveted their attention too much on the sheer art side of design: On the problem of easy name identification, pleasing eye-catcher poster appeal of color, visibility of the product on the dealer's shelf.

They have often slipped up, it appears, on the functional efficiency of the package—the way it performs in the hands of the user.

Why the Sample Is Adequate

SALES MANAGEMENT, in collaboration with the Ross Federal Research Corp., presents herewith the 1938 version of the consumer package and container quiz. It was conducted by Ross Federal field men during October and November, in ten cities: Denver, Charlotte, New Orleans, Oklahoma City, Salt Lake City, Buffalo, Portland (Ore), Albany, Des Moines and Memphis. Six hundred and ninety housewives were interviewed.

Before we sail into analysis of the score sheets, there are several things to be gotten off your commentator's chest.

First: Without presenting here (only because space is so limited) the figures and facts which make up the proof, we shall ask you to accept our previous statement concerning what constitutes a fair sample of the consuming public. Actually, the results of this particular survey—even though it involves the purchasing agents for only 690 families—would have read much the same if you had stopped with the analysis of any one city in the group. When we say, further along, that women are "one-minded" about certain elements in package appeal; we have not only the evidence of this current analysis, but all the previous work we have done of the same general character.

Second: The study has been repeat-

ed because we know for a fact many a manufacturer is losing sales because he has a poor package. In many cases he doesn't even suspect what is wrong. If we do nothing more than make him restless and set him to doing research work of his own, we are satisfied. We hope no one whose product is, in the ensuing pages, placed in an unfavorable light, will feel offended. Our purpose is to be constructive through giving housewives an opportunity to express their honest opinions.

Third—and this is in the nature of a warning: Don't think that, because your brand name may not have been mentioned more than five times in this survey, you can conclude that your package is satisfactory. The citation of brands is interesting, here, rather than intensely significant, especially in fields where there are many well-known brands of the same product. What we're hoping you will do is to apply certain general packaging principles which we distilled from our



From tall, tipsy bottles come terse, tight-lipped tirades . . . come also spilled juices and mangled food.

Part I of an article in two parts.
with interpretive comment

BY A. R. HAHN

Managing Editor,
SALES MANAGEMENT

nearly seven-hundred questionnaires to a critical judgment of your own container.

It happens that Heinz got 52 unfavorable mentions for its ketchup bottle in this survey. More than any other brand. Does this mean the Heinz bottle and its closure are worse than any other? Not at all. The figure is a tribute to Heinz' broad-scale consumer acceptance and unimpeachable quality.

If you will read the findings of this survey as the editors wish you to, you will—if you are a ketchup manufacturer—forget the brand names except as a matter of incidental interest, sit quietly down in a corner, and put down these axioms:

Almost all ketchup bottles are wrong. Almost all are too tall and thin, with necks that are too narrow for convenient pouring.

Women hate like poison the wrap-around tin arrangement on top which never works as it is supposed to.

Women dislike intensely the present metal cap on most ketchup bottles—it rusts and discolors.

Your Best Friends Do Tell You

The ladies have thus done everything but draw a picture of a kind of bottle you should have sought and adopted long ago: A squat, wide-mouth bottle, with perhaps a screw plastic cap. (Are you listening, Bakelite, Plaskon?) Personally, we're pretty wide-eyed with wonder that the ketchup manufacturers have so long supported a conspiracy to encourage people to use as little of their product on the roast beef as possible. You just get tired of spanking the average bottle's bottom, and conclude you didn't want any more ketchup anyway. All of which, to your commentator, seems a sin and a shame. For this reporter, as a child, ate bread and butter and ketchup at four o'clock while the other kids in the neighborhood begged for jam!

Most frequent brand name mentions in this survey—to get back to our knitting—were what you'd expect: Those of brand leaders in their fields. The things that should be helpful to you as a manufacturer—or an advertising agent—are the *sources of dissatisfaction*, and that's what we hope you'll concentrate on.

Because it is with these sources of dissatisfaction that we are primarily concerned, our questionnaire was so framed as to encourage more expression of *dislikes* than of *likes*.

Now a word about the technique of gathering the data: In the first part

of the survey, SM sought to check the seriousness of certain common complaints about packages which had shown up distinctly enough in all previous surveys to be classified as definite trends. Example: In earlier analyses many housewives had cited cocoa cans as a source of annoyance because their oblong set-in lids so often fall in the cans when they are being replaced, and have to be "fished" out.

The heading of Part I of our questionnaire read: "In a previous survey of this same kind, women registered the following specific complaints. Check any you emphatically agree with because of your personal experience; add the brand names of any products which seem to be subject to the criticism quoted." *

Under this appears the statement: "Cocoa cans whose tops fall in when

Note what a height of absurdity a whole industry can reach when the majority of packers* merely follow established practices in packaging without making any effort to find out if the customer is satisfied. Each newcomer extends and helps to perpetuate a practice fundamentally wrong.

Consumers reflect this in analyses like this one in their tendency to answer—instead of in terms of any one brand name—"all olive bottles," "all cocoa cans," "all ketchup bottles."

So—even if "everybody does it" in your field, it isn't necessarily right.

After Part I, in which the seven statements were offered for rejection or ratification, the remainder of the questionnaire was made up of straight interrogation. Each division will be reported upon in order.

If you will allow us for a moment to reduce the minds of housewives in

Dispensers that get out of order or are functionally unsatisfactory.

All anchor-type closures.

Wrap-around tin closures to be torn off.

Almost all containers with key openings.

Cans lacking a rolled edge to guide a hand can opener.

Cardboard cartons you can't close in a sanitary manner after they are open.

Tins with sharp edges—like many of the vacuum-packed coffee cans.

Make Packages "Sanitary"

The demand for spouts—on flour, sugar, rice, breakfast foods, tapioca and dozens of other products—was little short of amazing. We didn't attempt to tabulate the individual mentions of the word "sanitary," but the average must have been better than one to each questionnaire. Question: Does "a more sanitary container" (for products which actually do have them) bear more emphasis in food advertising? . . . Chase & Sanborn's pioneering made such an impression on one homemaker that she wants "all products dated." Another wants "number of servings" on the label, which is a practical suggestion if we ever heard one.

A diet-conscious matron asks for "calorie content on the label." It does seem surprising that more food manufacturers haven't in some way taken advantage of the keep-slim vogue and the tremendous interest in diets, as a hook for certain types of sales promotion. (Knox gelatin does this with great skill . . . see their special recipe book, "Control Your Weight," with special formulas for dainty Knox salads, desserts and other dishes low in calorie content—actual calorie count being given with each recipe.)

In this issue we shall present summaries of the responses to our check on seven trends, mentioned previously, which were selected from the findings of previous surveys.

What we asked housewives to do (repeated for convenience):

Question: In a previous survey of this same kind, women registered the following specific complaints. Check any you emphatically agree with because of your personal experience; add the brand names of any products which seem to be subject to the criticism quoted.

Part A

"Almost all 'goosey' products, like syrup and honey, are badly packaged, because tins get hard to handle, and don't close in a sanitary manner."

(Continued on page 78)



Cinnamon on the scrambled eggs, pumpkin pie à la paprika could so easily be avoided if spice packers would label their cans on the ends as well as the front. But few have followed McCormick's good example.

one is trying to replace them are a particular nuisance."

Out of 690, 606—or 88%—agreed with the statement; only 50 disagreed. (34 did not reply.) Hershey's was mentioned 372 times; Baker's, 197; Mother's, 60. Twenty-seven more brands were mentioned.

Such a definite state of mind on the part of housewives seems too important for cocoa manufacturers to ignore. Questions: How did so many cocoa cans get that way? Did most manufacturers follow one or two leaders in the field? Why didn't more people confronted with the job of marketing a new brand of cocoa go out and ask housewives what was the matter with that standard type of container? Why didn't they watch a few women make cocoa. Or—better still—why didn't they make some cocoa themselves?

* This same approach was used to each of seven points selected from previous surveys for further check.

ten cities to a least common denominator, here's what our figuring gets us:

In favor:

Spouts

Cellophane

Screw tops

Lid arrangements that close tightly and neatly after the product is open.

In disfavor:

All square tins which open with a can opener or a key.

Unstable bottles with narrow necks.

Cloth sugar and flour sacks.

Almost all cans and jars carrying "goosey" products, like molasses and honey.

* We say "majority" rather than "all" because we know what hazards lurk in broad statements. The fact is we don't know a single brand of cocoa that is packed in a way the housewives apparently approve. Does anybody have a cocoa can with (a) a round set-in lid; (b) a slip top lid; (c) any still better arrangement?

On Dealer Profit and Public Value Calvert Builds for Tomorrow

In seeking to maintain, through dealers, a price of not less than 40 cents on mixed drinks containing its branded liquor, Calvert Distillers is introducing a new policy which may set an important precedent in the distilling industry.

BY LAWRENCE M. HUGHES

LAST month, in color spreads in *Esquire*, *Fortune* and the *New Yorker*, Calvert Distillers Corp. introduced Lord Calvert "custom-blended" whisky, "for those who can afford the finest."

Bottled at 86.8 proof, Lord Calvert is composed of whiskies ranging in age from four to 18 years and of specially-aged grain neutral spirits. As with "first editions," every bottle is numbered and registered. With 100 different types of whiskies to choose from an 80,000,000-gallon supply, Calvert's board of blenders has developed it as "a new experience in whisky enjoyment."

World's "Highest Priced"

Retailing at about \$2 a pint, Lord Calvert is the "highest-priced whisky in the world"—excluding imports. It is the fourth member of this company's whisky line. Calvert's Reserve retails at around \$1.50 a pint, Calvert's Special—"the largest-selling whisky in the world"—at \$1.20, and Old Drum at \$1. Calvert makes no "under-\$1" whiskies.

All four are blends. The company believes that "blending begins where distilling leaves off," that blending is a separate and additional art, and that a whisky, to be palatable and free from impurities, should be blended.

Calvert prices on Reserve, Special and Old Drum for years have been maintained at these levels, said W. W. Wachtel, president. Meanwhile, the company consistently has improved the quality of the blend of each. For the stability of the liquor industry, Calvert has worked not merely to maintain "fair trade" but to develop "trading up."

Unique among the sales policies for the Lord Calvert brand is a resale agreement with taverns providing for a minimum price of 40 cents a drink. In New York State, for example, the retailer "agrees that he will not sell, advertise or offer for sale . . . Lord

Calvert whisky which retailer has purchased, or now has on hand, or which retailer may hereafter purchase, below 40 cents per portion served, whether mixed as a cocktail or otherwise." The retailer is "entitled to injunctive relief against any actual or threatened breaches of this agreement" by other retailers.

Long operating under "fair trade" in package sales, Calvert is ready, Mr. Wachtel said, to fight in the courts for maintenance of the "per drink" price basis. Although some competitors have scoffed at the plan as a "publicity stunt," it may set a precedent covering a wide variety of packaged products. The taverns—currently faced with declines in both sales volume and unit profits, and often with increasing overhead—are pleased. They are signing up in large numbers on the 40-cents-a-drink basis. And as yet no instance of violation has been reported.

Mr. Wachtel is convinced that the stability of the industry demands such price maintenance.

In its five years since relegalization, the sales policies of the liquor industry—if "policies" they could be called—seem to have been directed largely at impoverishing wholesalers and retailers, encouraging drunkenness, and bringing Prohibition back as fast as possible.

Era of Price Demoralization

At first, with some distillers, "anything went" into the bottles. For a time, demand was big. But sales quotas were bigger. And soon the industry was bedeviled with deals, dumping and price-cutting. Sales continued to expand, but profits were not proportionate. Soon, in many instances, profits disappeared completely. Distillers, wholesalers and retailers became engaged in a process of widespread and effective mutual annihilation.

Then, as "fair trade" trends began

to appear in various states, they were welcomed as a dire necessity. The industry supported the enactment, in August, 1937, of the Miller-Tydings Fair Trade Enabling Act.

But although fair trade is now in operation nationally, Mr. Wachtel pointed out, the law of supply and demand has continued to bring price reductions, and will bring more. The nation's present supply of whisky is 480,000,000 gallons, or about four gallons per capita. The nation's per capita whisky consumption is now about 1.1 gallons annually, with chances remote that it will reach the pre-war level of 1.6. For a year or so, per capita consumption has remained virtually unchanged.

Although "established" prices today



Calvert's W. W. Wachtel sees the liquor industry developing a social conscience.

are better maintained in the trade, distillers have had to "reestablish" them, downward. Even bonded straight whiskies, which must be at least four years old, and therefore until the last year brought premium prices, are on the skids. There are places where one may now buy bond whisky at 10 cents a drink.

While some distillers are burdened with, and are burdening retailers with, scores of different brands, Mr. Wachtel explained, Calvert until now has concentrated on three, and has supported them with a \$5,000,000-a-year sales and advertising program. In addition to promoting individual brands, Calvert wages a continuous educational campaign for "blends." Calvert is more immune to the operations of the law of supply and demand because "the blends are assembled in relation to orders received." These few items, heavily promoted, help wholesalers

and retailers by providing smaller inventories and speeding turnover.

Trade and consumer response is reflected in the fact that Calvert's sales in November, 1938, were the largest of any month in its 5 years.

And now, having maintained prices and improved the quality of its line, Calvert carries stabilization a step farther by introducing Lord Calvert, at a higher price and with a larger profit margin.

To owners of package stores, Calvert says:

"Suppose you sell ten pints of a given whisky a day—and your profit is 30%. At \$2 a pint the volume is \$20 and the profit is \$6. At \$1.50 a pint your volume is \$15, your profit \$4.50.

"As other whiskies—unlike Lord Calvert—decline from \$2 to \$1.50 a pint, you lose \$1.50 a day—\$9 a week—\$465 a year. And as they decline still further to \$1 . . . you lose \$930 a year.

"Remember—it takes just as much overhead—rent, payroll, lights—to sell ten pints at \$1 as at \$2."

To owners of bars the contrast is even greater:

"If you sell 50 drinks a day at 40 cents, you take in \$20 . . . A drop to 25 cents in the price you get per drink costs you \$7.50 a day . . . \$2,737.50 a year."

Calvert believes there are enough people able to pay \$2 a pint and 40 cents a drink, and discriminating enough to appreciate this "custom-blended" product, to make Lord Calvert a commercial success.

"Social" Contributions, Too

There are, in addition, Mr. Wachtel emphasized, definite "social" contributions in Calvert's policies of fair trade and trading up.

"Indiscriminate price-cutting," said he, "makes it too easy for the weak brethren to over-indulge. When an orgy of price-cutting takes place, not only have those engaged in distribution made no money, but we lay ourselves open to criticism by people opposed to the liquor industry. Calvert believes the future of our industry lies in moderation. We cannot have moderation with a nickel and dime drink.

"Other industries may have their price wars, but at least there is no social aftermath. We cannot legally reach out for additional customers; we can cater only to that portion of the population who are already consumers. To make a living profit out of the distribution of liquor we must have an adequate mark-up."

For moderation, Mr. Wachtel urged that the industry as a whole "rule out high-proof whiskies, and adopt whis-

kies blended with neutral spirits"; and begin "an intensive drive" to persuade consumers to drink whisky in diluted form, such as highballs.

And finally, in its program to "perpetuate itself"—and to help stabilize the business of its suppliers and customers, as well as the investments of its stockholders—Calvert has "begun at home." Recognizing that its "real value to the community is measured in terms of *people*—that businesses must create consumers by their own ability to keep people working and earning—Calvert, this year, became probably the first distiller attempting to provide all its employes with 40 hours of work a week, 52 weeks a year.

This plan endeavors to eliminate overtime and short time. When overtime is necessary, however, it is being paid at time-and-a-half rates.

In addition, Calvert's contract with employes at its Kentucky and Maryland distilleries, through the American Federation of Labor, calls for a week's vacation with pay, as well as the continuation of Calvert's educational program whereby the company pays 50%

of the cost of technical courses which employes may choose to study at accredited, nearby schools.

One feature of the contract is that each employe with the company for three months may take an examination in distilling practice, the passage of which automatically entitles him to a pay increase of 25%.

Mr. Wachtel came to Calvert two years ago after more than a quarter century in the food industry. He believes that, in spite of its mistakes and excesses since Repeal, the liquor industry today is justifying its existence. Every year, he pointed out, this industry "contributes hundreds of millions of dollars to the national income, provides employment for hundreds of thousands of people, supplies markets for the products of untold fields, mines, mills and factories, pays hundreds of millions of dollars in taxation."

Most of all, this industry is beginning to develop its sense of social responsibility—its "*social conscience*." And this is the basis of sales policies that become permanently worth while.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Billboards and Dealer Helps]

Junior Radio Guild

Radio broadcasts in which school children write and act plays are helping Whiting Milk Co., Boston, to further its school sales as well as to make friends of youngsters, who can influence home milk purchases.

The Junior Radio Guild was first conducted for 26 weeks last Winter over WAAB, Boston, by N. W. Ayer, then in charge of the account. High school students were invited to write shows along the lines of a sample manuscript. Teachers fitted the scripts into English and history classes. Scripts were then re-written, timed and arranged with sound effects by agency writers. The cast, selected from the student body, was coached at the school for microphone appearance.

About 60 children for each broadcast were transported from school to studio in buses hired by Whiting. Every participant was given a bottle of Whiting milk as refreshment after the performance. A theme song by the school glee club opened the show, and another school song closed it.

Students were urged to listen in and vote for their favorite student-actor. No purchases were necessary for voting in the first series. About 60,000

boys and girls took part in the shows. Winners in each broadcast underwent elimination play-offs, and the final winner received a year's scholarship at Emerson College of Dramatics.

So successful was the series, that it is being continued by Ingalls Advertising, Inc., Boston, now in charge, over Station WORC, Worcester. Newspaper ads announce broadcasts and list the names of all participants. The general public is invited to vote on favorite actors, though now ballots must be obtained with purchases of milk or cream.

Worcester broadcasts are staged to help retail grocers. Schools are selected according to geographical and population coverage, and the names of grocers in each locality are given during the commercials.

Separate newspaper, outdoor billboard, and radio campaigns, and a sound movie for women's clubs enable Whiting to cover its market thoroughly.

Bank's Treasure

Bank of America, San Francisco, will start a campaign in January to point out its participation in the Golden Gate International Exposition,

SALES MANAGEMENT

which opens on "Treasure Island," in S. F. Bay, about the end of February.

Besides appearing in 425 California newspapers, the series runs in big city papers of the East and Middle West, and in *Time*, *Business Week* and *Newsweek*. The bank's branch on "Treasure Island" will be pictured, and an invitation extended to use it when visiting the fair.

Charles R. Stuart, S. F., is the agent.

Spud: Down, and Up

Spud cigarettes (Axton-Fisher Tobacco Co., Louisville) cut the price last Fall, to the level of the Big Four, and sales have gone up. To hasten the ascent, the ad appropriation has been raised some 25% for the first quarter of the year.

Twenty-two newspapers in 12 large cities are being used, compared to 12 and six last season. Magazines on the list are *Life*, *Liberty*, *S.E.P.*, *Collier's*. Half pages in color are scheduled. Lawrence C. Gumbinner, N. Y., handles the account.

Snoodet

A snood, according to the Unabridged, is "a fillet formerly worn about the hair by young unmarried women in Scotland and considered as an emblem of virginity. In recent times it has been sometimes worn as an ornament."

A "snoodet" is an invisible cap-shaped hair-net which Weco Products Co., Chicago, will introduce—under the brand name Gainsborough—in February. "Sleek but soft" ("Even 'he' won't see it!") is the caption of the first ads to appear in *Vogue* and *Harper's Bazaar*. Glamour-girls with hair-do protected by a snoodet (whether emblematic or ornamental is no concern of yours) will be shown in ads and store displays.

Gainsborough powder puffs also are to be puffed in *Vogue* and Fawcett Group magazines, starting next March. Agency: J. Walter Thompson, Chicago.

Double for Ranges

Association of Gas Appliance and Equipment Manufacturers is doubling its ad appropriation over last year. Copy on the CP ("Certified Performance") gas range is to appear, beginning in April, in *S.E.P.*, *Good Housekeeping*, *Woman's Home Companion*, *McCall's*, *Ladies' Home Journal*, *American Home*, *Better Homes & Gardens*, *House & Garden*, *House Beautiful*, and other magazines.

Ads will be slanted toward acquainting consumers with the CP seal, and will stress improved cooking per-

formance of the new CP gas ranges. Agency: McCann-Erickson, N. Y.

During the CP range promotion, the U. S. will remain divided into 16 divisions with an equal number of regional managers under the leadership of Frank M. Houston, chairman of the American Gas Association's domestic range committee. Additional associate managers are being added to the regional staffs to secure greater dealer and utility coverage.

More, A.G.A.E.M. headquarters is preparing newspaper mats, window displays, mailing pieces and a carload of other dealer helps for local use.

The Association is composed of 352 members, representing 80% of the industry.

Magic Demonstrator

A customer stops to inspect a Victrola and presto—it begins to play. Outside a store passersby pause to look at a large model of Nipper, the famous Victor dog. "Touch me and I'll talk to you," reads a card fastened to his collar. Someone does, and Nipper invites him inside to see the latest Victor models.

That's how RCA Manufacturing Co.'s newest demonstrator mystifies and pulls business. It's electrostatically operated, and will automatically start and stop a Victrola when anyone gets within two feet of it. Dealers, say company officers, will find its display effects "practically limitless."

Gulf and Guild

Hollywood's "foremost actors, producers, writers" are going on the air for that good Gulf gas and for sweet charity.

January 8 Gulf Oil Corp. starts a Sunday evening series over 60 CBS stations, c-to-c. Customary fees to talent will be paid to the Motion Picture Relief Fund to build a home for aged and needy movie people. By terms of the agreement between the Screen Actors' Guild and Gulf, every one of the former's 2,000 members is to make at least one appearance a year on the program if requested to do so.

Such luminaries as Carole Lombard, Clark Gable, Joan Crawford, Jack Benny and other top-notchers will in this way do their bit for the cinema industry's down-and-outers; Gulf will present an all-star show; and agents Young & Rubicam, N. Y., will inject a note of commerce into the philanthropy.

New Stanolind Gas

A new gasoline of 67 octane and with tetraethyl lead is being announced by Standard Oil Co. of Indiana in 1,553 Mid-West dailies and weeklies. When distribution is completed in Col., Mont., N. D., Wyo., the announcement will appear in 193 other dailies and weeklies there. McCann-Erickson, Chicago office, is the agency.



Cracker: Acme Brewing Co., San Francisco, had Western Union boys deliver the cannon cracker at left, above, to thousands of retailers in the Far West. When it was opened, out popped a bottle of Acme ale, in a new bottle and label, and a broadside describing the new ad campaign. Outdoor posters and newspapers will be used. Acme salesmen followed up, and booked an all-time record sales volume, according to Emil Brisacher and Staff, S.F. agency in charge.



Wide World

When Your Opponent Scores—Are You Filled with Fright or Fight?

BY R. E. SMALLWOOD

IF you saw or listened in on the recent Army-Notre Dame game, you haven't forgotten what happened those first few minutes—not if you're a dyed-in-the-wool football fan. Remember? Army took that opening kick-off and moved up the field, some 75 yards in nine beautiful, perfectly-executed plays. Less than three minutes of playing time and the score-board read, Army 7, Notre Dame 0.

What effect did this have on the Irish? When they went into their first huddle, do you think their quarterback moaned, "My gawd, fellows, did you see them go? They're perfect! They're unbeatable! We're sunk!"

No, sir! The Fighting Irish set about to tighten their defense, bolstered it so well, in fact, that the West Pointers got nary another point during the remaining 57 minutes of the game. Meanwhile, Notre Dame threw its own offensive weapons into play. You recall the result: Notre Dame 19, Army 7.

How often do you as a salesman face a similar situation? Your competition scores. You lose an order you thought was in the bag. Perhaps this happens not once but several times within a very

short period. What does this do to you? Does it start you thinking constantly in terms of the competition? Do you begin to "build them up" in your mind? You can do this, you know, until they become well nigh unbeatable. Then, and then only, do they have you on the run.

There's another way to play the game—the Notre Dame way. Concentrate on your own offense. Search out the advantages inherent in the products you represent. Meet pressure with *more* pressure. Meet your opponent's attack with a *stronger* attack. Remember the old football axiom: *A good offense is the best defense!*

I am not suggesting that you ignore your competition. By all means, learn all about them you possibly can. Study their tactics. Familiarize yourself with their products. Endeavor to learn *why* they're making their gains. Then set about perfecting your defense, developing a sales offensive that will stymie their best efforts.

Remember, in selling, as in football, an opponent's score doesn't mean your defeat. It's just a challenge. It's your cue for: "Okay, fellow, it's good to know you're still alive. Now watch *me* carry the mail!"

Reprints of this page are available at three cents each, remittance with order.

When Does Advertising Become "Wicked"?

Some potent facts about advertising for the consideration of Mr. Thurman Arnold are presented by a newspaperman.

BY FRED WRIGHT

THE recent assertion by Thurman W. Arnold, Assistant Attorney-General of the United States, that national advertising can, and in some instances has already, become a wicked instrument in the hands of great corporations to create and maintain monopoly and thwart the progress of free industry is an injection of new thought almost as strange and unexpected as the late "attack" by the military of Mars.

But it will probably be about as effectual as a planting of door-knobs in an incubator. It may be an innovation in modern industrial thinking, but it will not hatch out any new species of prosperity. Space hounds were given a refreshing whiff of some sort of new scent which they do not know whether to follow to see if it is a hot trail to the big game or to shun as a dead-end street.

Industry's "Birth Control"

However, it seems fairly evident that Mr. Arnold has never tried to sell any advertising. It seems about equally certain that he never bought and endeavored to get profitable returns out of paid advertising. (Free publicity is quite another matter, of which Mr. Arnold is at present receiving a considerable amount.)

In order to be in line with the times and meet one astounding assertion with another of somewhat equal calibre, we feel disposed to prophesy that instead of cutting down or frowning on aggressive national advertising practices, the national government (acting as the umpire but not the owner of industry) should, and may indeed eventually, evolve a system whereby every manufacturer in the U. S. will be *required* to spend a certain minimum percentage of his gross income in advertising and sales promotion work. For it is one thing to be able to manufacture goods and quite another—and almost more important in this age of machine production—to distribute adequately and uninterruptedly the products and earnings of industry.

It is something like birth control.

Society now recognizes that it is an unfair thing for irresponsibles to keep bringing new children into the world with neither plans nor resources to take proper care of them. Society hasn't yet found any way to do much about birth control. But something can be done about manufacturers and other producers who bring surplus products into the world with no facilities and no sales plans for distributing them.

The out-of-date but oft-quoted proverb about the world making a beaten path to the door of the man who can make the best mouse-trap never was true without advertising, either in the old days or now.

That idea was the *push* method of trying to get rid of products. Every manufacturer, theoretically, would merely manufacture his products and push them out the front door onto the street for someone to pass by and behold and purchase. If that practice were followed generally, most industrial establishments would soon have mountains of unsold products cluttering up their warehouses and eating up their operating capital. In almost no fields do goods sell and deliver themselves.

"Pull" Method of Distribution

Advertising, on the other hand, is the *pull* method of distributing products. It creates a demand that acts like a vacuum cleaner and pulls the products away from the producer as fast as they are produced.

The non-advertiser of the recent past has usually had a different angle of attack on advertising from this totally unexpected viewpoint of Mr. Arnold. The older story, told over and over again to the dealers by a few non-advertising manufacturers and wholesalers and to the general consumer by the retailers was "this brand is just as good as the advertised brand, but we can sell it to you *cheaper* because nothing is added to the price for advertising."

In other words, there was claimed to be a great saving and a great advantage in not advertising, and thus

saving that expense and passing the saving along to the dealer and consumer.

If there was a great advantage and a great saving in not advertising, how is it that Mr. Arnold can assert that the aggressive advertiser is taking an unfair advantage of his competitors who do not want to advertise?

One of the greatest problems of the national advertiser always has been to reap the full benefit of his own advertising himself, and not have from 10% to 40% of its productiveness go to his competitors. For example, a manufacturer of washing machines will have created a lot of new washing machine prospects by putting the desire for these modern conveniences in the minds of thousands of women.

But a certain number of these new prospects will not know the correct dealer to go to; will call on a dealer handling some unadvertised washing machine, or at least a competing make. Unless the prospects have their minds very strongly made up a good many of them will buy the other makes. Thus the advertiser has created sales for his competitors.

Unearned Benefits

Several years ago a number of Iowa weekly newspapers made surveys of consumers to find out what percentage of the people in a given locality could name the dealers handling various advertised products. The theory advanced was that this would be a test as to the percentage of sales that would be lost because people did not know where to buy a given product, but would get into the wrong dealer's store and be sold some other brand than the one they originally had in mind as the result of reading advertising. The figures revealed in these surveys show a few of the products referred to, and the percentages of correct and incorrect answers to the question, "Who is the local dealer handling this product?"

Product	Named Correct Dealer, Per Cent	Did Not Know Dealer, Per Cent
Superior underwear.....	13	87
Seal of Minnesota flour...	16	84
Everwear hosiery.....	18	82
Pratt & Lambert varnish...	19	81
Ideal heaters.....	19	81
Dexter washing machines...	20	80
Kyanize enamels & varnish	22	78
Carter underwear.....	22	78
Ipswich hosiery.....	23	77
Round Oak heaters.....	24	76
Premier vacuum cleaners...	26	74
Gold Medal flour.....	27	73
Sealey mattresses.....	27	73
Pillsbury flour.....	33	67
Occident flour.....	34	66
Red Star Detroit vapor stoves.....	35	65
Bird's Neponset rugs.....	38	62

It would not be accurate to say that these percentages would represent the actual sales and lost sales to the advertising manufacturers, since a portion of the prospects would certainly go to some trouble to find out who the dealer was. Without question, however, a regrettable percentage would go into the store of a dealer handling a competing product, and would buy or be sold that product.

There is no question, then, but that advertising actually benefits all business, including the non-advertiser. Take advertising and sales promotion out of the picture and all business would immediately drop enormously for the non-advertiser as well as the advertiser.

Key to Whole New Fields

Another illustration of that fact is the case where national advertising has created a field and a wide demand for a product previously entirely unknown. The General Foods item, Jell-O, is a good example of this. Before Jell-O was introduced and nationally advertised, such a product in prepared form was not being put out by any manufacturer. After Jell-O became a popular food item jobbers and wholesale grocery houses all over the country began adding practically the same thing to their lines under their own private names.

Furthermore, many of them told dealers and housewives that "our product is just as good as Jell-O, but we can sell it to you cheaper because we do not advertise." They were reaping the benefit of a demand created by the advertising paid for by someone else, but they were at the same time thoughtlessly discrediting that advertising.

Mr. Arnold speaks of advertising as though it were an expensive luxury, indulged in by some manufacturers for vanity and personal glory, and by others for monopolizing their market and ruining competitors. Advertising is no such foolishness as either of these assertions imply. It is simply scientific and effective selling to keep the products of industry moving into consumption.

Any hard-headed management that can be shown a more efficient and more economical way to achieve volume selling would most certainly discard advertising and turn to that other method very promptly. If it did not, it would soon be criticized by the stockholders for wasting money on foolish advertising instead of paying it to the stockholders in net profits and dividends.

In fact, every now and then, some change in a board of directors brings

in men unacquainted with the power and productiveness of advertising and an attempt is made to "save all this waste being squandered on advertising." The "saving" quickly results in sales decreases and if persisted in long enough—as has been the case in several historic instances—the firm and its product go out of the market completely.

Manufacturers and other firms which have never been convinced of the power and economy of advertising, and have spent little or no money in general advertising, usually have one or more of the following four reasons for not advertising:

1. They think they can sell goods more economically without advertising.
2. They think it is better to give larger commissions and mark-ups to salesmen and dealers instead of spending money for advertising.
3. They are selling their output anyway, and do not care to expand.
4. They have no faith in the productiveness of advertising, and have always considered that it would be a futile waste for them.

Ads Are Nobody's Monopoly

If these are the real reasons why most non-advertisers do not advertise, what becomes of Mr. Arnold's amazing argument that the large advertiser is taking an unfair advantage of those of his competitors who either cannot or do not want to use advertising in their sales programs? Has the use of advertising by the big or little advertiser really furnished any one of these reasons for the non-advertiser to refrain from advertising?

If the non-advertiser who claims that advertising is a waste is correct, then the more his large competitor advertises the sooner that competitor will destroy himself and leave the field to the smart non-advertiser!

On the other hand, if advertising is effective and economic, there is still nothing to keep the non-advertiser, small or large, from adopting the practice of advertising. And, contrary to Mr. Arnold's apparent opinion, advertising is based on a percentage of gross sales, so that the small advertiser can spend just as much in proportion to his needs and operations as the large advertiser.

This is quite out of line with Mr. Arnold's viewpoint which, according to Raymond Moley in *Newsweek* for November 28, seems to be that "when you are little you cannot spend any

money advertising because you haven't got it, and when you get big and have the money you can't spend it because somebody else hasn't got it!"

It is an old and common saying that advertising is printed *salesmanship*. If this is true, then it would be just as logical to lay off or not hire salesmen because smaller competitors have fewer salesmen as it would be to restrict advertising and sales promotion effort because smaller competitors cannot use as much advertising to advantage as can a large firm.

Grass Will Grow in Streets

A certain presidential candidate a few years ago predicted grass production on a non-commercial scale on big city streets if the American people did not vote according to his recommendations. That prophecy did no particular harm, because it did not come true. We can predict the same thing now with just as much alarm and considerably more certainty if the American practice of aggressive advertising is seriously curtailed.

The present progressive national Administration has been trying earnestly for six years and with some success to solve the modern problem of recovering industrial prosperity for the United States. To hamper the sale of goods and the acceleration of demand and consumption by forbidding the full use of legitimate advertising would be most contradictory and suicidal.

The Department of Justice, or that division of it represented by the Assistant Attorney-General, would do well to study that excellent slogan used the past season by advertising promoters, "Advertising Makes Work." And to that should be added also the sales manager's new prosperity slogan, "Sales Mean Jobs."

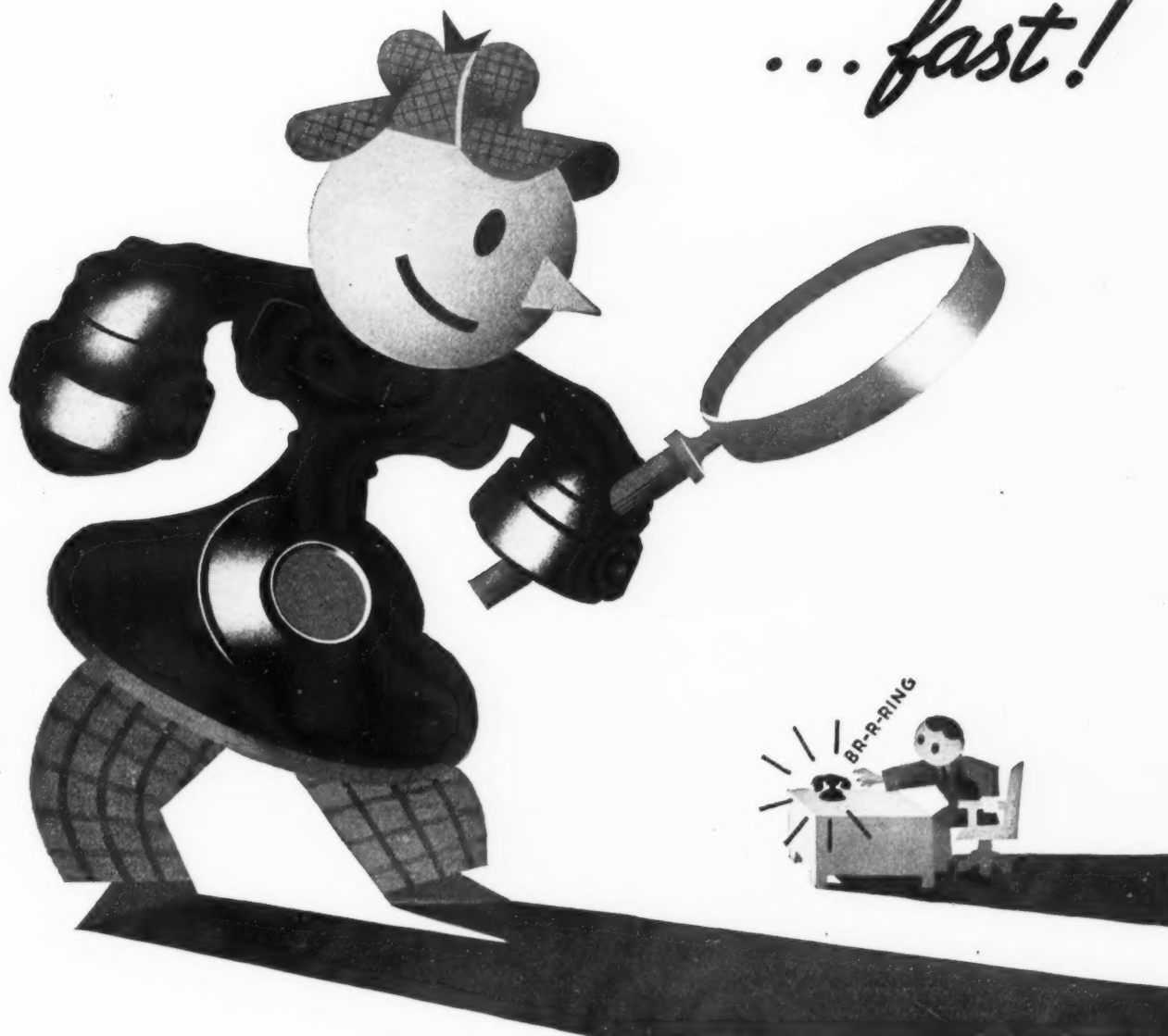
Advertising should be truthful and, for the sake of management which pays the bills, well-planned and resultful. Aside from these two important qualifications, the more advertising the better for America. We have become what we are—the most advanced nation in the world commercially and industrially—largely because American business people are the greatest advertisers in the world.

Introduce Tavern Products

Socony-Vacuum Oil Co., N. Y., introduces a new line of household products under the brand name Tavern, to supplement its Tavern candles. Additional items are non-rub floor wax, paste floor wax, window cleaner, paint cleaner, and electric motor oil. Magazines will be used to publicize the line. J. Stirling Getchell, N. Y. agency, is in charge.

LONG DISTANCE FINDS 'EM

...fast!



YOUR FRIENDS, and the people you do business with, may be scattered from coast to coast. But in one minute and a half (average time) Long Distance can ring the telephone of almost any one of them.

It is easy to forget the *wonder* of familiar things like Long Distance telephone service. Every day it saves miles, minutes, money, for all kinds of business. It multiplies man-power. It gets things done. And as the rate table at the right will remind you, it costs little in proportion to the BIG job it does.



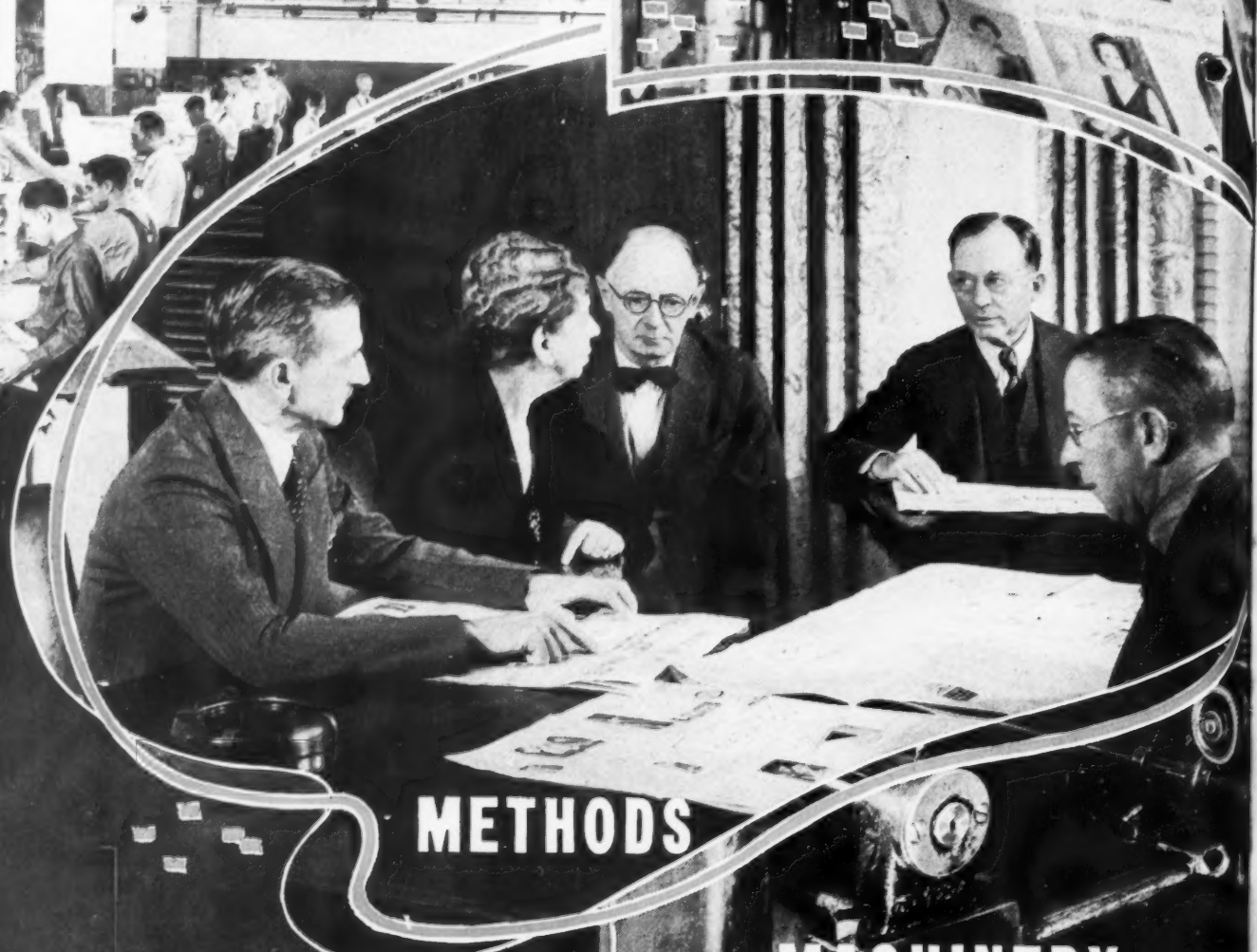
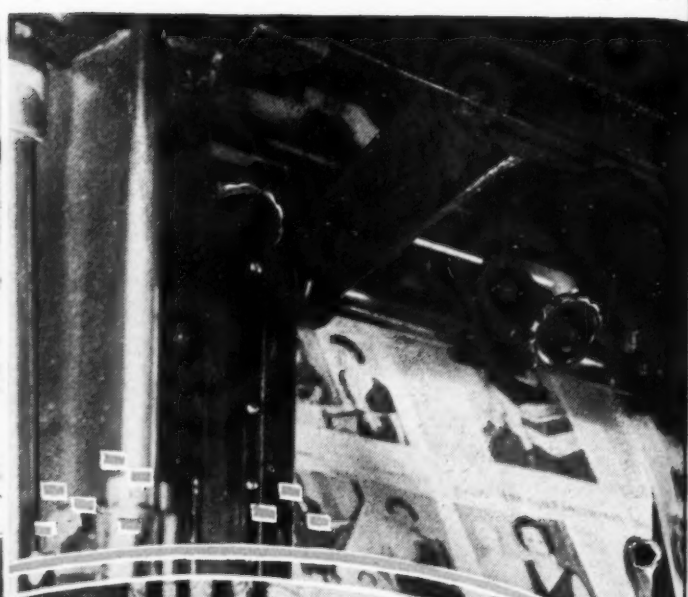
HERE'S HOW LITTLE LONG DISTANCE COSTS:

BETWEEN THESE POINTS	Day Rates (except Sunday)	
	Station-to-Station★	Person-to-Person★
Detroit, Mich. . . Cleveland, Ohio .	\$.50	\$.70
Kansas City, Mo. Omaha, Neb. . .	.75	1.05
Philadelphia, Pa. Boston, Mass. .	1.00	1.35
Milwaukee, Wis. Pittsburgh, Pa. .	1.50	2.00
Atlanta, Ga. . . Kansas City, Mo.	2.00	2.65
Seattle, Wash. . Denver, Colo. .	3.00	4.00
Newark, N. J. . Fort Worth, Texas	4.00	5.25
Portland, Ore. . Memphis, Tenn. .	5.00	6.75
New York, N. Y. San Francisco .	6.50	8.75

★ For 3 minutes. These rates are greatly reduced after 7 every evening and all day Sunday.

The Story of the

189



MEN

METHODS

MACHINERY

OKLAHOMA PUBLISHING COMPANY



1 9 3 9

● Half a century ago thousands of hardy pioneers rushed southward into Oklahoma, each trying to establish his right to a new home in a new land. Along with them came a wagon bearing a few cases of type and a printing press. The Daily Oklahoman and Oklahoma City Times trace their heritage to this humble beginning.

Thirty-six years ago The Oklahoma Publishing Company was founded by a group of four men, all alive to the future of this new territory. E. K. Gaylord was a member of this group. They acquired first The Daily Oklahoman. In 1916, the Times was purchased at a sheriff's sale.

Today, E. K. Gaylord heads a greater Oklahoma Publishing Company. He has guided The Daily Oklahoman and Oklahoma City Times to a top ranking position among morning, evening and Sunday newspapers of the Southwest. He has converted the weekly edition of The Daily Oklahoman into the greatest farm paper in Oklahoma and Texas. He has seen the establishment of the most listened-to radio station in the state. He has envisioned the creation of the state's most complete motorized transportation system . . . all under Oklahoma Publishing Company direction. He has witnessed the affiliation and development of Colorado's two outstanding radio stations under the same management.

It is of this institution that a Sales Management reporter wrote: "Whereas in the broad field of advertising one finds considerable conflict between different types of media, here in Oklahoma one finds it difficult to distinguish between the interests, activities and enthusiasm of the principal executives, whether the matter on deck relates to a newspaper, a magazine or a radio station. It is an illuminating picture of blending media without prejudice in policy or practice."

The Oklahoma Publishing Company takes pride in its accomplishments, but it takes an even keener pride in the loyalty of readers and listeners, the friendliness of advertisers and agencies that have made them possible.



To picture the Oklahoma Publishing Company of today, a series of brochures is now on the press, depicting its seven properties.

First in the series will be delivered shortly. If you fail to get your copy, write for it. Use your letterhead, please.

THE OKLAHOMA PUBLISHING COMPANY

OKLAHOMA CITY, OKLAHOMA

THE DAILY OKLAHOMAN ● OKLAHOMA CITY TIMES ● THE FARMER-STOCKMAN WKY, OKLAHOMA CITY ● KVOR, COLORADO SPRINGS ● MISTLETOE EXPRESS KLZ, DENVER (Affiliated Management) ● REPRESENTED BY THE KATZ AGENCY, INC.



"Ask that public relations man what to say when a customer asks, 'Hey, Babe, how about Thursday night?'"

27 Trade Practices the FTC Brands as "Unfair Competition"

If you want to avoid being called on the green carpet by Uncle Sam, check your marketing policies against this list of business sins tabulated by the Federal Trade Commission.

THE Federal Trade Commission, in its annual report released November 30, lists 27 specific types of unfair competition which it frowns upon. It does not include certain specific practices outlawed by the Clayton Act and committed to the Commission's jurisdiction, such as various forms of price discrimination, exclusive and tying dealing arrangements, competitive stock acquisition, and certain kinds of competitive interlocking directorates.

Since 1934 the FTC has issued cease and desist orders covering these practices:

1. The use of false or misleading advertising, calculated to mislead and deceive the purchasing public to their damage and to the injury of competitors.

2. Misbranding of fabrics and other commodities respecting the materials or ingredients of which they are composed, their

quality, purity, origin, source, attributes or properties, history, or nature of manufacture, and selling them under such names and circumstances that the purchaser would be misled in these respects.

3. Bribing buyers or other employees of customers and prospective customers, without the latter's knowledge or consent, to secure or hold patronage.

4. Procuring the business or trade secrets of competitors by espionage, or bribing the employees, or by similar means.

5. Inducing employees of competitors to violate their contracts and enticing away employees of competitors in such numbers or under such circumstances as to hamper or embarrass the competitors in the conduct of their business.

6. Making false and disparaging statements respecting competitors' products, their value, safety, etc., and competitors' business, financial credit, etc., in some cases under the guise of ostensibly disinterested and specially informed sources or through

purported scientific but in fact misleading demonstrations or tests.

7. Widespread threats to the trade of suits for patent infringement arising from the sale of alleged infringing products of competitors, such threats not being made in good faith but for the purpose of intimidating the trade and hindering or stifling competition, and claiming and asserting without justification, exclusive rights in public names of unpatented products.

8. Trade boycotts or combinations of traders to prevent certain wholesale or retail dealers or certain classes of such dealers from procuring goods at the same terms accorded to the boycotters or conspirators, or to coerce the trade policy of their competitors or of manufacturers from whom they buy.

9. Passing off goods or articles for well- and favorably known products of competitors through appropriation or simulation of such competitors' trade names, labels, dress of goods, etc., with the capacity and tendency unfairly to divert trade from the competitors, and/or with the effect of so doing to their prejudice and injury and that of the public.

10. Selling rebuilt, second-hand, renovated, or old products or articles made from used or second-hand materials as and for new.

11. Paying excessive prices for supplies for the purpose of buying up same and hampering or eliminating competition.

12. Using concealed subsidiaries, ostensibly independent, to obtain competitive business otherwise unavailable, and making use of false and misleading representations, schemes, and practices to secure representatives and make contacts.

13. Using merchandising schemes based on a lot or chance.

Says FTC: "To Live, Let Live"

14. Cooperative schemes and practices for compelling wholesalers and retailers to maintain resale prices fixed by a manufacturer or distributor for resale of his product.

15. Combinations or agreements of competitors to enhance prices, maintain prices, bring about substantial uniformity in prices or to divide territory or business, to cut off competitors' sources of supply, or to close markets to competitors, or otherwise restrain or hinder free and fair competition.

16. Various schemes to create the impression in the mind of the prospective customer that he or she is being offered an opportunity to make a purchase under unusually favorable conditions when such is not the case, with capacity and tendency to mislead and deceive many of the purchasing public into buying products involved in such erroneous belief, and/or with the effect so to do, to the injury and prejudice of the public and of competitors, such schemes including—

(a) Sales plans in which the seller's usual price is falsely represented as a special reduced price made available on some pretext for a limited time or to a limited class only, or involving false claim of special terms, equipment, or other privileges or advantages.

ACCOMPLISHMENT

When the Examiner inaugurated its campaign for faster train service to the East, it took 73 hours to go from Los Angeles to Chicago. Now it takes 40, a saving in time that moves this market a night and day closer to the Atlantic seaboard. Another star in the records which show that each and every project and policy responsible for Southern California's growth during the past 35 years originated with, or was strenuously and conspicuously championed by, the Los Angeles Examiner, the paper that gets things done.

LOS ANGELES EXAMINER

Represented Nationally by

HEARST INTERNATIONAL ADVERTISING SERVICE

Rodney E. Boone, General Manager

No. 6 of a Series.



(b) The use of the "free goods" or service device to create the false impression that something is actually being thrown in without charge, when, as a matter of fact, it is fully covered by the amount exacted in the transactions as a whole.

(c) Use of misleading trade names calculated to create the impression that a dealer is a manufacturer or grower, importer, etc., selling directly to the consumer with resultant savings.

(d) Use of pretended, exaggerated retail prices in connection with or upon the containers of commodities intended to be sold as bargains at lower figures.

(e) Use of false or misleading representation that article offered has been rejected as non-standard or is, for some other special and unusual reason, offered at an exceptionally favorable, or other than its normal, price.

17. Imitating or using standard containers customarily associated in the mind of the general purchasing public with standard weights or quantities of the product therein contained, to sell the public such commodity in weights or quantities less than the aforementioned standards, with capacity and tendency to deceive the purchasing public into believing that they are purchasing the quantities generally associated with the standard containers involved, and/or with the effect of so doing, and with tendency to divert trade from and otherwise injure the business of competitors who do not indulge in such practices and/or with the effect of so doing, to the injury of such competitors and to the prejudice of the public.

18. Concealing business identity in connection with the marketing of one's product, or misrepresenting the seller's relation to others; for example, claiming falsely to be the agent or employe of some other concern or failing to disclose the termination of such a relationship in soliciting customers of such concerns, etc.

Unlawful "Self-Praise"

19. Misrepresenting in various ways the necessity or desirability or the advantages to the prospective customer of dealing with the seller, with the capacity and tendency to mislead and deceive many among the consuming public into dealing with a person or concern so misrepresenting, in reliance upon such supposed advantages, and to induce their purchases thereby, and/or with the effect of so doing, to the injury and prejudice of the public and of competitors, such as—

(a) Misrepresenting seller's alleged advantages of location or size, branches, domestic or foreign, dealers, etc.

(b) Making false claim of being the authorized distributor of some concern, or of being successor thereto or connected therewith.

(c) Alleged endorsement of a concern or product by the Government or by nationally known business organizations.

(d) False claim by a dealer in domestic products of being an importer, or by a dealer of being a manufacturer, grower or nursery, or by a manufacturer of some product of being also the manufacturer of the raw material entering into the product.

(e) Claiming to be a manufacturer's representative and outlet for surplus stock sold at a sacrifice, etc., when such is not the fact.

(f) Representing that the seller is a wholesale dealer, grower, producer or manufacturer, when in fact such representation is false.

(g) Claiming falsely or misleadingly patent, trade-mark or other special and exclusive rights.

20. Use by business concerns associated as trade organizations or otherwise of methods which result, or are calculated to result, in the observance of uniform prices or practices for the products dealt in by them, with consequent restraint or elimination of competition, such as use of various kinds of so-called standard-cost systems, price lists, or guides, exchange of trade information, etc.

These Are Shady Practices

21. Obtaining business through undertakings not carried out and through deceptive, dishonest, and oppressive devices calculated to entrap and coerce the customer or prospective customer, with the result of deceiving the purchasing public and inducing purchases by many thereof, and of diverting and tending to divert trade from competitors who do not engage in such false, misleading, and fraudulent representations, all to the prejudice and injury of the public and competitors, such practices including—

(a) Obtaining by deceit prospective customer's signature to a contract and promissory note represented as simply an order on approval;

(b) Obtaining agents to distribute the seller's products through promising to refund the money paid by them should the product prove unsatisfactory, and through other undertakings not performed; or

(c) Enforcing payments from purchasers in excess of contract terms, and enforcing the printed terms of purchase contracts, notwithstanding agents' alterations therein.

22. Giving products misleading names so as to give them a value to the purchasing public or to a part thereof which they would not otherwise possess, with the capacity and tendency to mislead the public into purchasing the products concerned in the erroneous belief thereby induced, and with the tendency to divert and/or with the effect of diverting business from and otherwise injuring and prejudicing competitors who do not engage in such practices, all to the prejudice of the public and of competitors, such as names implying falsely that—

(a) The particular products so named were made for the Government or in accordance with its specifications and of corresponding quality, or are connected with it in some way, or in some way have been passed upon, inspected, underwritten, or endorsed by it; or

(b) They are composed in whole or in part of ingredients or materials, respectively, contained only to a limited extent or not at all; or

(c) They were made in or came from some locality famous for the quality of such products; or

(d) They were made by some well- and favorably known process, when as a matter of fact they were only made in imitation of and by a substitute for such process; or

(e) They have been inspected, passed, or approved after meeting the tests of some official organization charged with the duty of making such tests expertly, disinterestedly, or giving such approval; or

(f) They were made under conditions or circumstances considered of importance by a substantial part of the general purchasing public; or

(g) They were made in a country, place, or city considered of importance in connection with the public taste, preference or prejudice.

23. Selling below cost, with the intent and effect of hindering, stifling, and suppressing competition.

24. Dealing unfairly and dishonestly with foreign purchasers and thereby discrediting American exporters generally, with the effect of bringing discredit and loss of business to all manufacturers and business concerns engaged in and/or seeking to engage in export trade, and with the capacity and tendency to do so, to the injury and prejudice of the public and of the offending concerns' export-trade competitors.

25. Coercing and enforcing uneconomic and monopolistic reciprocal dealing.

26. Entering into contracts in restraint of trade whereby foreign corporations agree not to export certain products into the United States in consideration of a domestic company's refusal to export the same commodity or sell to anyone other than those who agree not to so export the same; and

Copy-writers: Beware!

27. Employing various false and misleading representations and practices to give products a standing, merit, and value to the purchasing public, or a part thereof, which they would not otherwise possess, with the capacity and tendency to mislead the public into purchasing the products concerned in the erroneous beliefs thereby engendered, to the prejudice and injury of competitors and the public, such practices including—

(a) Misrepresenting, through salesmen or otherwise, products' composition, nature, qualities, results accomplished, etc.;

(b) Claiming unique or special merit therefor, on the basis of pretended, but in fact misleading and ill-founded, demonstrations or scientific tests;

(c) Misrepresenting the history or circumstances involved in the making and offer of the products, or the opportunities brought to the buyer through purchase of the offering, or otherwise misrepresenting scientific or other extraneous but relevant facts bearing on the value thereof to the purchaser; and

(d) Claiming acceptance, use, and success of product through false and misleading use of endorsements or testimonials or false and misleading claims thereto.

Detroiters Start '39 on Crest of Buying Wave

Type of Improvement	Number of Items	Type of Improvement	Number of Items
New Roof Covering	9,135	Outside Painting	14,069
Shingle or Brick Type Siding	2,800	Inside Painting	25,805
Modernizing Basement	7,534	Papering (one or more rooms)	18,470
Finishing Attic	4,734	Re-finishing of Floors	8,134
New Plumbing Fixtures	9,401	New Furnace	3,934
Air Conditioning	666	Mechanical Stoker	3,400
Insulation	4,666	Other Remodeling	9,735
		Total Cost	\$13,230,445

Items of Home Modernization	Number of Items	Estimated Purchase Price
Living Room Furniture	30,739	\$3,463,417
Dining Room Furniture	13,869	1,872,374
China	20,137	412,212
Glassware	10,936	32,260
Silverware	10,402	139,076
Linens	43,669	492,779
Bedroom Furniture	25,205	2,098,320
Blankets and Comforts	49,810	397,483
Mattresses	33,873	458,308
Springs	17,870	203,263
Breakfast Room Furniture	8,535	277,389
Refrigerators	15,736	2,077,373
Dish Washers	1,934	338,401
Cooking Stoves	20,338	1,740,364
Other Kitchen Equipment	5,001	17,253
Washing Machines	18,204	1,008,664
Electric Ironers	5,801	370,288
Other Laundry Equipment	1,667	7,418
Rugs	40,141	1,573,147
Carpets	11,002	1,168,654
Linoleum	26,139	590,470
Other Floor Coverings	3,601	155,407
Curtains	69,681	128,909
Drapes	23,138	200,375
Lamps, Floor	28,806	198,760
Lamps, Table	18,670	85,510
Vacuum Cleaners	17,003	745,599
Sewing Machines	10,269	993,840
Clocks	14,870	123,121
Sun Lamps	2,601	54,611
Pianos	3,734	927,732
Radio	22,671	1,577,275
Bicycles	11,202	324,329
Guns and other Hunting Equipment	12,002	342,068
Moving Picture Projectors	1,267	63,029
Moving Picture Cameras	1,467	36,630
Photographic Dark Room Equipment	4,201	8,400
Home Power Tools	7,602	133,027
Still Cameras	4,468	58,659
Golf Equipment	3,601	26,213
Office Furniture	1,467	58,678
Typewriters	8,268	334,867

350,000
Detroit Families
Tell How They
Will Spend Over
135,000,000
Immediately!

FROM A SURVEY MADE IN NOVEMBER, 1938

Make no mistake about it—Detroit is a key market for '39. Detroit householders, themselves have dispelled any doubt about that. In an actual house-to-house survey to determine buying expectancy, made in November, 1938, Detroiters told a committee representing business and industry how they were going to spend 135 million dollars immediately!

Yes, Detroit offers a huge field for sales effort by those who want a BIG outlet for their goods. Detroit is America's fourth city in population. It is also the dynamo behind many of the nation's leading industries.

In Detroit, The News reaches 63½% of ALL homes taking any newspaper regularly—42% exclusively. Make The News a "MUST" on your 1939 schedules now.

Among Immediate Purchases Mentioned Were:

- HOMES: 7,535 families were planning to buy, or start construction of new homes to cost \$47,142,000.
- AUTOMOBILES: 64,279 families were planning to buy new or used cars at an estimated total cost of \$32,139,500.
- FURNITURE: \$16,253,220 was to be spent for furniture.
- HOME REPAIRS: Home improvements costing \$13,230,445 were being planned.
- CLOTHING: \$9,090,752 was to be spent for women's clothing.
- APPLIANCES: \$7,069,784 was to be spent for electrical goods.

The Detroit News

New York: I. A. KLEIN, INC.

THE HOME NEWSPAPER

Chicago: J. E. LUTZ

The South had its problems and liabilities dissected and arranged for public exhibit in the National Emergency Council report. But from the point of view of the sales or advertising executive, what was omitted was far more important than what it contained. This is a study, done largely through Marketing Pictographs, of the assets of the South.

Marketing Man's Land of Opportunity Number 1

IN Mid-Summer a committee of southerners, acting for the National Emergency Council, rendered a report to President Roosevelt called, "Report on Economic Conditions of the South."

To the casual reader—and especially to those who read not the report but only the headlines in northern newspapers—it was a damning summation. Lots of things were wrong with the South—and, one might truthfully say, nothing but.

About the only ray of hope to be found in the report was the line,

"The South is the Nation's . . . great untapped market, and the market in which American business can expand most easily."

That line, unfortunately, was pretty well buried in 64 pages of solid text.

SALES MANAGEMENT does not question either the ability or the integrity of the committee members who prepared the report. Any bias these southerners might have would clearly be in favor of the South. Eight members of the committee were business men, six educators, two state officials, one judge, one lawyer, and two representatives each for labor and farmers.

The report was relatively concise, it was factual, and it was truthful in that it told the truth and nothing but the truth.

However—and this is important—it did not tell ALL of the truth.

It was prepared (hastily, in less than a month's time) in response to the President's request for "a statement of the problems and needs of the South."

The problems, and the needs. All sections have problems and needs. The trouble with the committee report on the South does not stem from anything in the report itself but from what was necessarily omitted.

Some day a report may be requested on slum conditions in New York's

**BY
PHILIP
SALISBURY**
Executive Editor

lower East Side, and the problems and needs of the submerged fraction of the city's population. Such a report would not tell of New York's Fifth or Park Avenues, would not mention its colleges, its Central Park, its amusement district, its prosperous suburbs.

The report would tell of the tens of thousands who suffer from malnutrition, of whole blocks without indoor toilets or central heating, of inadequate play facilities, of crowded schools, of low incomes, poor retail sales.

And a lot of Americans, including some business men, would get as jumbled an impression of New York as they received about the South.

The South may be Economic Problem Number One. It can be that and also "The Business Man's Land of Opportunity Number One."

SALES MANAGEMENT in this special section proposes to start where the Committee Report left off. They talked about liabilities. We shall portray the assets.

Since the turn of the century the South has made splendid advances all along the economic front—and greater advances than the rest of the nation, as is illustrated by one of the Pictographs on following pages—but it is a land of such great opportunity that it can go much further.

On almost every conceivable basis of measurement the South is the most rapidly growing section.

It has the highest proportion of young people.

In income and retail sales it suffered less than any other section during the

depression; today's figures make the best comparison with 1929, show the greatest upturn since 1932-33.

Granted that the South started from a lower base, it is significant that in such factors as value of farm crops and manufactured products, in bank clearings, electric output, automobile registrations, its gains far outstrip the Nation.

In social benefits, such as schools and roads, it is currently doing more for its people than any other section—and all of these expenditures mean business for alert marketers. From their point of view it is fortuitous that the South got a slow start, and is only now catching up. Their opportunities would indeed be limited if every section had nearly reached a saturation point. But the South is continuing to expand, and its many advantages are insurance that the trend will continue for many years.

The truth about the South has been obscured by two of its major problems—Negroes and sharecroppers—and by one of its great advantages, a warm climate.

Almost any figure—such as income, retail sales, automobile registrations, income tax returns—when reduced to a per capita basis makes the South look almost pitifully low. And the figure really *is* low, considering the population as a whole.

Two Markets: Whites and Negroes

Let's look at it this way: Let's agree that something should be done to raise incomes and living standards for the Negroes and the poor whites. But we are interested in selling *today*, and the majority of families in the South are among our very best prospects.

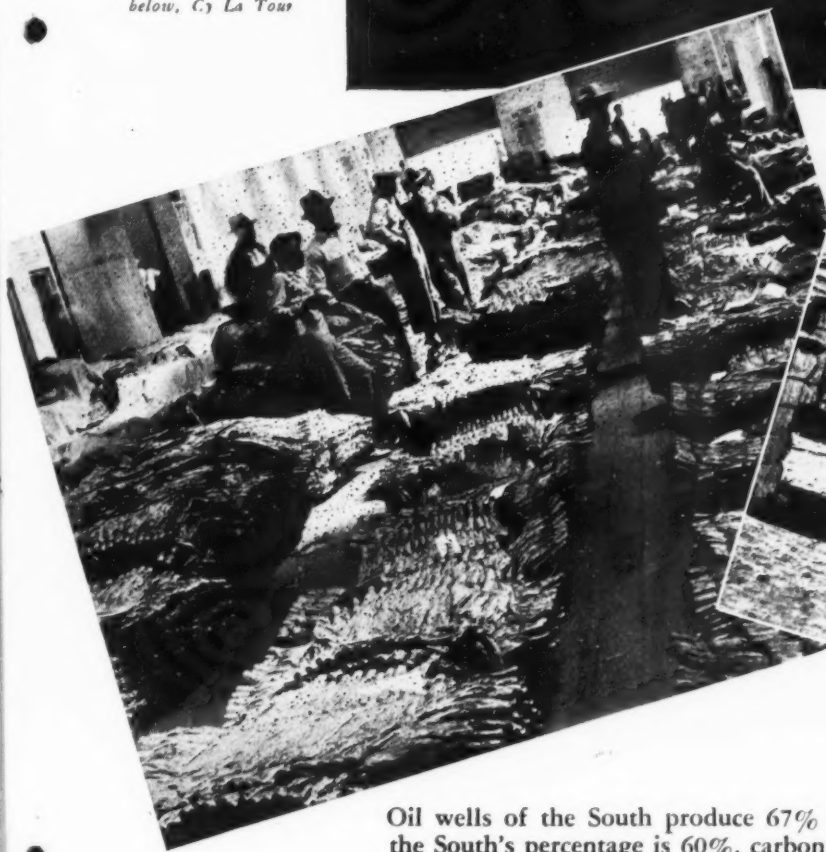
(Continued on page 56)

SALES MANAGEMENT



Photo right and
below, Cy La Tour

Photo below, right,
—Ewing Galloway



Oil wells of the South produce 67% of the nation's crude oil. In natural gas the South's percentage is 60%, carbon black 100%, sulphur 99%, bauxite 100%, coal 48%, lime 25%. The aggregate value of the South's total mineral production is 38% of the U. S. A.

Cotton is King and tobacco Crown Prince—but no longer is the prosperity of the agricultural part of the South dependent on these two crops. Southern farmers are diversifying, and 15 different crops each account for more than one per cent of the farm dollar. Live stock and live stock products are becoming "big industry."

HOW STATE INCOMES COMPARE WITH 1929

RATIOS OF 1937 EFFECTIVE BUYING INCOMES WITH 1929
SHOW EVERY SOUTHERN STATE HIGHER THAN U.S.A. AVERAGE



SOUTHERN ECONOMIC GAINS FAR OUTRUN NATION

SUMMARY OF TWENTIETH CENTURY ECONOMIC GAINS SHOW
SOUTHERN STATES FAR IN LEAD THROUGH CLOSE OF 1937

COMPARISONS ARE WITH THE YEAR 1900, EXCEPT WHERE NOTED



PICTOGRAPH BY
Sales Management

SOURCE 1938 BLUE BOOK OF SOUTHERN PROGRESS





ATLANTA

THE SOUTH'S

NO. 1 MARKET



How to Sell MERCHANDISE IN GEORGIA

The Georgia Market is the most prosperous field in the South for the advertiser to cultivate. By consistently using The Atlanta Journal and its two radio stations, WSB and WAGA, the advertiser can cultivate this rich market completely and effectively. The combined forces of The Journal and its radio stations reach the largest and most responsive audience in the South . . . and people who really buy merchandise!

The Journal leads all Atlanta newspapers in local, national and classified advertising and in daily total net paid circulation.

ATLANTA continues to pace the South in Retail Sales. In 1937, as in previous years, Atlanta was the south's richest market with nearly \$167,000,000 in Retail Sales . . . 28.3 per cent of Georgia's total.

ATLANTA is the leading retail clothing market of the South, with Atlantians spending \$55 per capita in apparel stores and \$12 per capita in shoe stores. Wholesale grocery sales . . . totalling nearly \$54,000,000 . . . rank second in the South. Atlanta is also a \$6,000,000 drug market.

ATLANTA ranks first in the South and third in the nation in per capita spending at department stores. Department store sales increased 8.9 per cent from August to November, in 1938, over the corresponding months in 1937. Bank clearings for November, 1938, soared \$9,100,000 over the same period in 1937.

THERE'S NO Economic Problem in the South's No. 1 Market. Support your sales efforts with an adequate advertising campaign and sales will result. If you want to know more about sales conditions in the South, write us.



The Atlanta Journal

The Journal Covers Dixie Like the Dew



National Representatives, O'MARA AND ORMSBEE, INC

New York

Chicago

Boston

Detroit

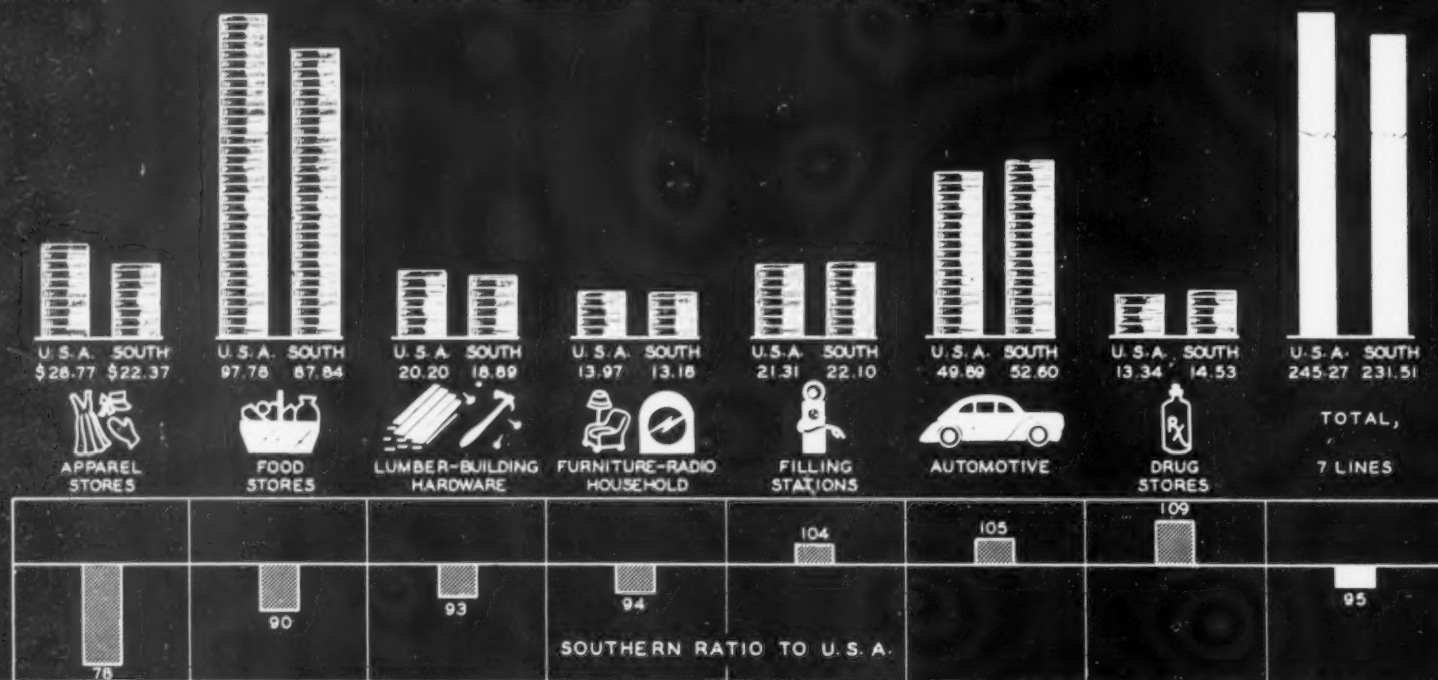
San Francisco

Los Angeles

Atlanta

WHO SAID SOUTH'S RETAIL SALES WERE LOW?

ANALYSIS OF 1935 RETAIL CENSUS FIGURES, MEASURING SALES AGAINST POPULATION IN VILLAGES AND CITIES (NOT INCLUDING FARMS) SHOWS PER CAPITA SALES OF SOUTH ABOUT AVERAGE IN ALL LINES EXCEPT WHERE CLIMATIC CONDITIONS OFFER SAVINGS TO SOUTHERN CONSUMERS



PICTOGRAPH BY
Sales Management

SOURCE: "CAPITALIZING ON PER CAPITA",
HOUSEHOLD MAGAZINE

SOUTHERN INCOME STANDS UP BEST IN 1938

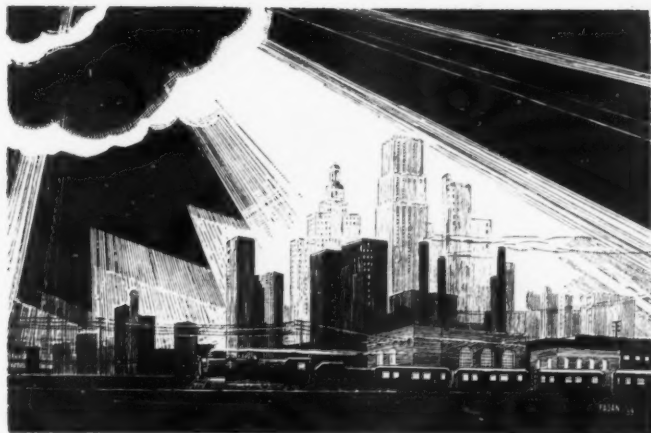
EFFECTIVE BUYING INCOME JANUARY-AUGUST, 1938 AS % OF SAME 1937 PERIOD





HOUSTON

THE SOUTH'S NO. 1 MARKET



THE richest, biggest, easiest-to-sell consumer market in the South today is Houston, Texas.

For both volume and quality Houston ranks first among Southern cities in selling opportunities.

Wealthy and vigorously modern, Houston has held the spotlight throughout 1938 in the reports of leading analysts of American business.

Houston's rapid growth enjoins manufacturers to establish their products now in this market of tomorrow.

During the past ten years Houston's population has increased at the average rate of 14,400 persons a year.

For profitable selling today—with greater prospects for tomorrow—sell Houston.

THE CHRONICLE IS FIRST IN THE SOUTH IN GENERAL AND AUTOMOTIVE ADVERTISING

General and automotive advertisers placed more advertising in The Houston Chronicle during 1938 than in any other Southern newspaper, Media Records show. In Houston, The Chronicle is the prime selling force. Leader in all major classifications of advertising and circulation, The Chronicle sells more at less cost.

QUICK FACTS About HOUSTON

FIRST in the South in **BUYING POWER!** Houston's effective buying income is \$319,269,000, exceeding that of any other Southern city!

★ ★ ★ ★

FIRST among major Southern cities in **INCOME TAX RETURNS** per thousand population!

★ ★ ★ ★

FIRST among major Southern cities in **AVERAGE WAGE** paid in both industry and business!

★ ★ ★ ★

FIRST in the South in **BUILDING!** Houston ranks **SIXTH** in the United States in building, and shows 40% increase for 1938 over 1937!

★ ★ ★ ★

FIRST in the South in **PASSENGER AUTOMOBILE OWNERSHIP**—and in **NEW CAR SALES!**

★ ★ ★ ★

FIRST in the South in **POPULATION GROWTH!** The second largest city in the South, Houston rapidly nears the half-million mark, bidding strongly for top position by 1940.

★ ★ ★ ★

FIRST in the South—**THIRD** in the United States—as a **SEAPORT**, with 1938 tonnage surpassing the 1937 all-time high record!

★ ★ ★ ★

FIRST in the **WORLD** as an **OIL center**, with 61% of all U. S. oil converging to the Houston district for refining or trans-shipment!

★ ★ ★ ★

FIRST in the South in **MARKET STABILITY!** Houston's consumer income issues from diversified sources: oil, the port, manufacturing, agriculture—insuring even-keel buying power!

★ ★ ★ ★

AUTHORITIES: Sales Management; U. S. Government; American Petroleum Institute.

THE HOUSTON CHRONICLE

LEADS THE SOUTH IN NATIONAL ADVERTISING
FIRST IN HOUSTON—IN EVERYTHING

R. W. McCARTHY
Manager National Advertising

THE BRANHAM COMPANY
National Representatives

FIRST IN CIRCULATION AND ADVERTISING FOR OVER A QUARTER CENTURY

WFAA's 50,000 WATT
ALREADY LARGEST IN THE U. S.
COVERAGE
Is Now Increased 30%*

WFAA's new 653 foot vertical radiator adds 30% to the *largest* 50 KW primary coverage in the United States . . . to a *vital* coverage that emanates from prosperous Dallas and thoroughly blankets the North Texas-Oklahoma region which is a consistently "Bright Spot" on the Nation's business maps. With a performance record of 17 years' standing, WFAA has always been the outstanding radio investment in the Great Southwest. Now this station has more to offer than ever before!

**The 30% primary coverage increase is a preliminary engineers' estimate, as technical surveys have not been fully completed. New maps and market data will be published soon. Ask to have your name on the mailing list.*



50,000 Watts . . . 800 Kilocycles

WFAA

Nationally Cleared Channel

DALLAS, TEXAS

MARTIN CAMPBELL, General Manager

EDW. PETRY & CO., Inc., Nat'l Representative

[40]

SALES MANAGEMENT

T E X A S

**Is a Part of The South
And We Are Proud of It!**

**Among
the City - Counties of
the South ...**

In average income per family according to "Sales Management's 1938 Survey of Buying Power".

**DALLAS
RANKS
1st**

**It Costs Less
To Advertise and Sell
In The "Top" Markets**

It costs less to sell and advertise in a market of high individual buying power. The same volume of newspaper circulation, for instance, reaches more spendable dollars here than elsewhere.

The Dallas Morning News covers the Dallas market—a premium market, a banner medium.

Considering all factors, The News offers as high advertising value per dollar as any other newspaper in America.

No sales manager has to be told, these days, that Texas is a top flight market.

Things move forward in this great Southwestern empire, year in, year out. Texas is *wealthy*. Texas is *growing*.

Nor does the *Dallas market area* need any introduction to those who know their America.

Here is Texas' major market. Here is a real metropolis in a setting of rich farm lands, tremendous oil wealth, expanding industry and progressive people.

Here is a mighty fortunate market — with a single all-pervasive morning newspaper.

Don't overlook Dallas, and remember —

**WHEN YOU SELL THE READERS OF THE
NEWS YOU HAVE SOLD THE DALLAS
MARKET.**

The Dallas Morning News

Associates: The Semi-Weekly Farm News, The Texas Almanac and State Industrial Guide, Radio Station WFAA (50,000 watts).

JANUARY 1, 1939

JOHN B. WOODWARD, INC.

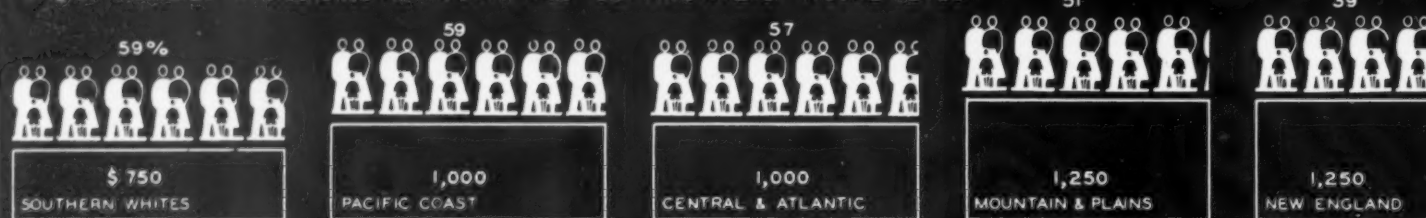
Representative

[41]

SOUTHERNERS CAN SAVE ON SMALLER INCOMES

A SURVEY OF 9,407 NON-RELIEF FAMILIES IN AMERICAN VILLAGES SHOWS 55% GETTING AHEAD IN 1935-36, 34% FALLING BEHIND, AND 11% BREAKING EVEN. LOWER COSTS FOR FOOD - CLOTHING - SHELTER GIVE SOUTHERNERS MORE SURPLUS FOR BUYING MANUFACTURED GOODS.

% OF FAMILIES INCREASING NET WORTH AND "GETTING AHEAD" INCOME LEVEL



A \$750 ANNUAL INCOME PERMITS AVERAGE SOUTHERN VILLAGE FAMILY TO SAVE SOME MONEY

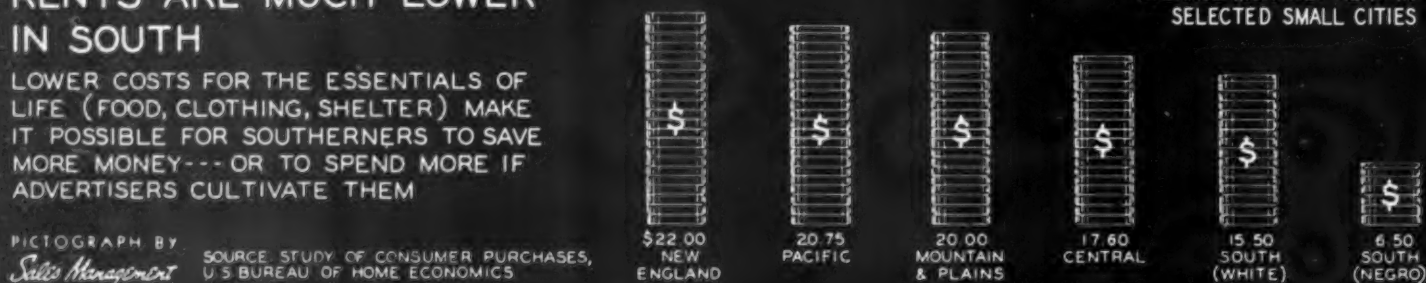
PICTOGRAPH BY
Sales Management

SOURCE: BUREAU OF HOME ECONOMICS, U. S. D. A

RENTS ARE MUCH LOWER IN SOUTH

LOWER COSTS FOR THE ESSENTIALS OF LIFE (FOOD, CLOTHING, SHELTER) MAKE IT POSSIBLE FOR SOUTHERNERS TO SAVE MORE MONEY---OR TO SPEND MORE IF ADVERTISERS CULTIVATE THEM

AVERAGE MONTHLY RENT IN SELECTED SMALL CITIES

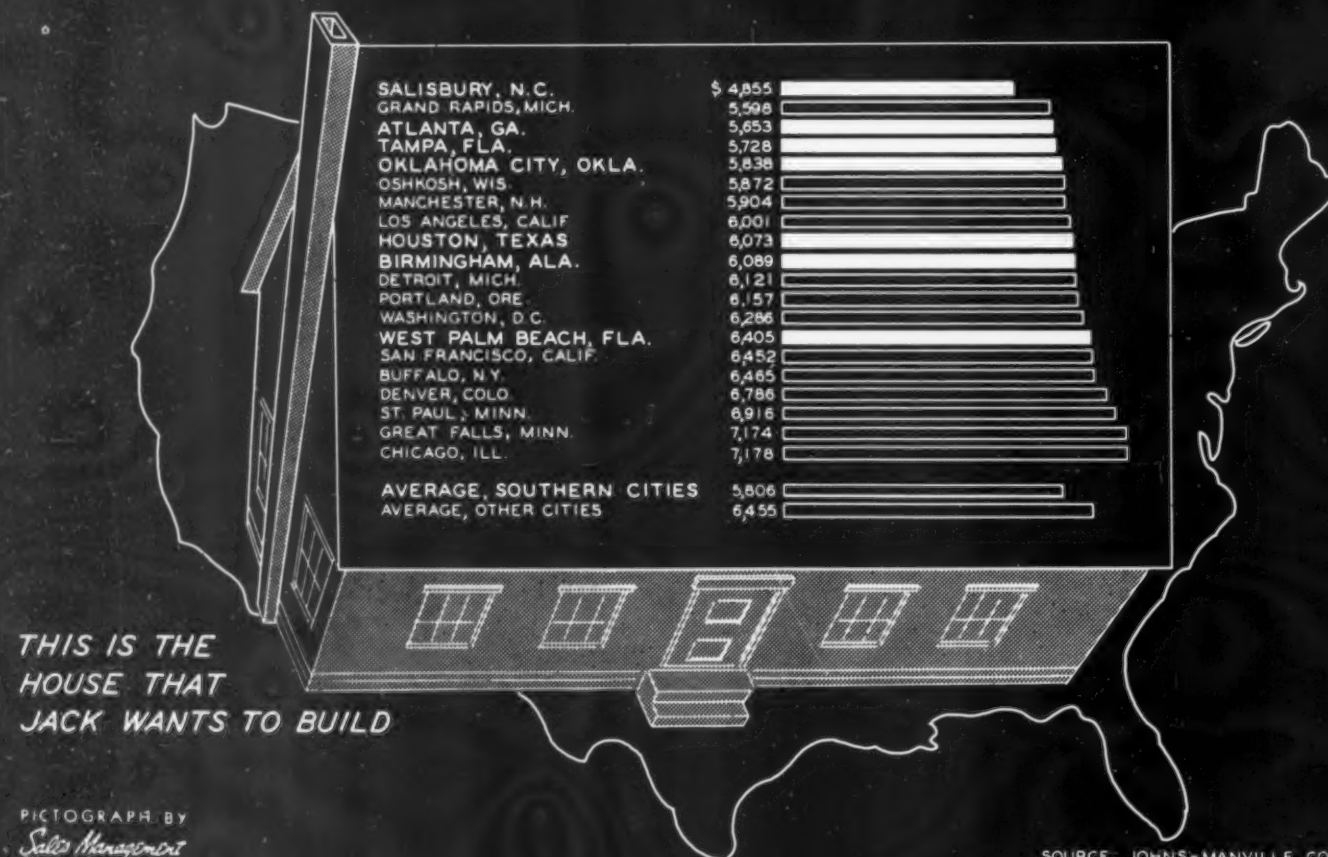


PICTOGRAPH BY
Sales Management

SOURCE: STUDY OF CONSUMER PURCHASES, U. S. BUREAU OF HOME ECONOMICS

HOME BUILDING COSTS LESS IN SOUTH

THIS IS WHAT IT WOULD COST TO BUILD IDENTICALLY THE SAME SIX ROOM, 24,000 CUBIC FOOT HOUSE IN CITIES ALL OVER THE COUNTRY. THE AVERAGE IN SOUTHERN CITIES IS 11.2% LESS THAN IN THE NORTH AND WEST, AND THERE IS A 48% SPREAD BETWEEN THE LOWEST SOUTHERN AND HIGHEST NORTHERN CITY.



THIS IS THE
HOUSE THAT
JACK WANTS TO BUILD

PICTOGRAPH BY
Sales Management

SOURCE: JOHNS-MANVILLE CORP. 3/8/38

DEPENDABLE

The Finest Tribute

That Can Be Paid to Anyone—

MAN OR INSTITUTION



FOR nearly a century The Memphis Commercial Appeal has enjoyed the distinctive reputation of being the most dependable news and advertising medium in the prosperous Mid-South territory. This reputation has become a tradition that The Commercial Appeal is justly proud of and strives each day to maintain.

And Memphis, natural capital of the Mid-South State, is the world's largest hardwood center, world's largest inland cotton market, the South's major distributor of drugs, chemicals, dry goods and wearing apparel; and the Mid-South is the 17th wholesale market of the nation.

The Mid-South State, with a population of more than two million people and with millions of dollars in purchasing power, is a dependable market for your products. Alert advertisers are rapidly becoming conscious of the great development in the territory served by The Commercial Appeal and are planning to take greater advantage of it during 1939.

Proof that The Commercial Appeal service produces results: In the first eleven months of 1938 the 7-day Commercial Appeal carried 84.05% of the general food linage, 70.58% of the medical linage, 91.14% of the toilet requisites linage, 70.49% of the total advertising.

2 - WAY SELLING ACTION

1. The Commercial Appeal sells the Consumer by its established reader interest.

2. The Commercial Appeal sells the Dealer by its vast trade paper influence.

The Direct Line to This Market is Through Memphis in—

THE COMMERCIAL APPEAL

A Scripps-Howard Newspaper

NATIONAL REPRESENTATIVE—THE BRANHAM CO.

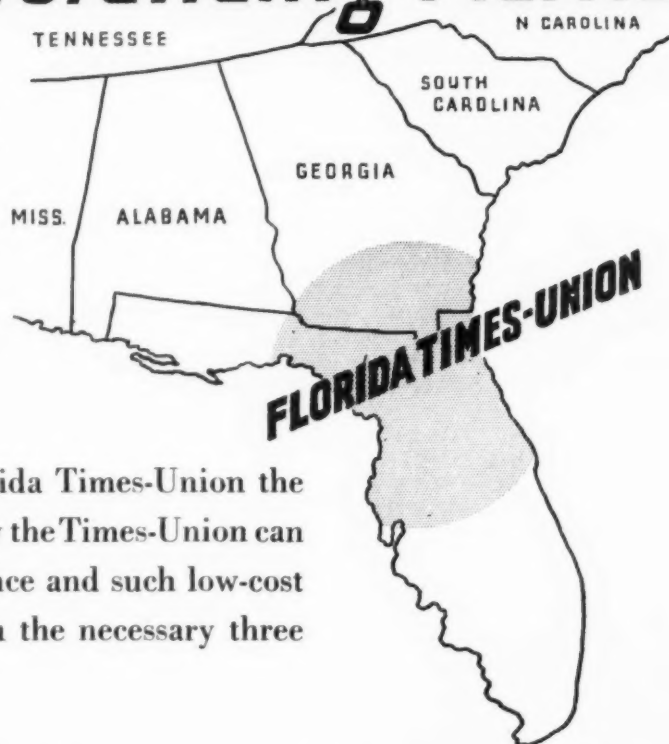
"More Than A Newspaper — An Institution"



The *Outstanding* Newspaper In The South's *Outstanding* Market

A glance at the market data in this issue of Sales Management gives incontestable evidence that Florida offers the South's outstanding sales opportunity . . . and that the territory served by the Times-Union is Florida's largest and best year-round market.

The way to sell Florida is to make the Florida Times-Union the backbone of your advertising campaign. Only the Times-Union can offer you such complete circulation dominance and such low-cost results. Only the Times-Union can give you the necessary three way coverage of the field:



SALES FACTS about the Times-Union Markets

1. Jacksonville's North Florida trading territory alone produces 30.89% of Florida's total effective buying income.
This does not include the multi-million dollar buying power of the southeastern Georgia counties that lie within Jacksonville's trade area.
2. Florida counties in which 5% or more of all families read the Times-Union have 43.25% of the state's total effective buying income.
3. Duval County (Jacksonville) and its four bordering counties have 17.36% of Florida's total effective buying income.
4. Comparison of income data between Duval County and Florida as a whole shows:

	All Families	White Families
DUVAL COUNTY	\$2,951	\$3,670
FLORIDA	\$2,031	\$2,435

TIMES-UNION CIRCULATION (Average Net Paid March 31, 1938)

DAILY 75,225
SUNDAY 82,348

The Most Complete Circulation Coverage
Lowest Milline Rate in Florida

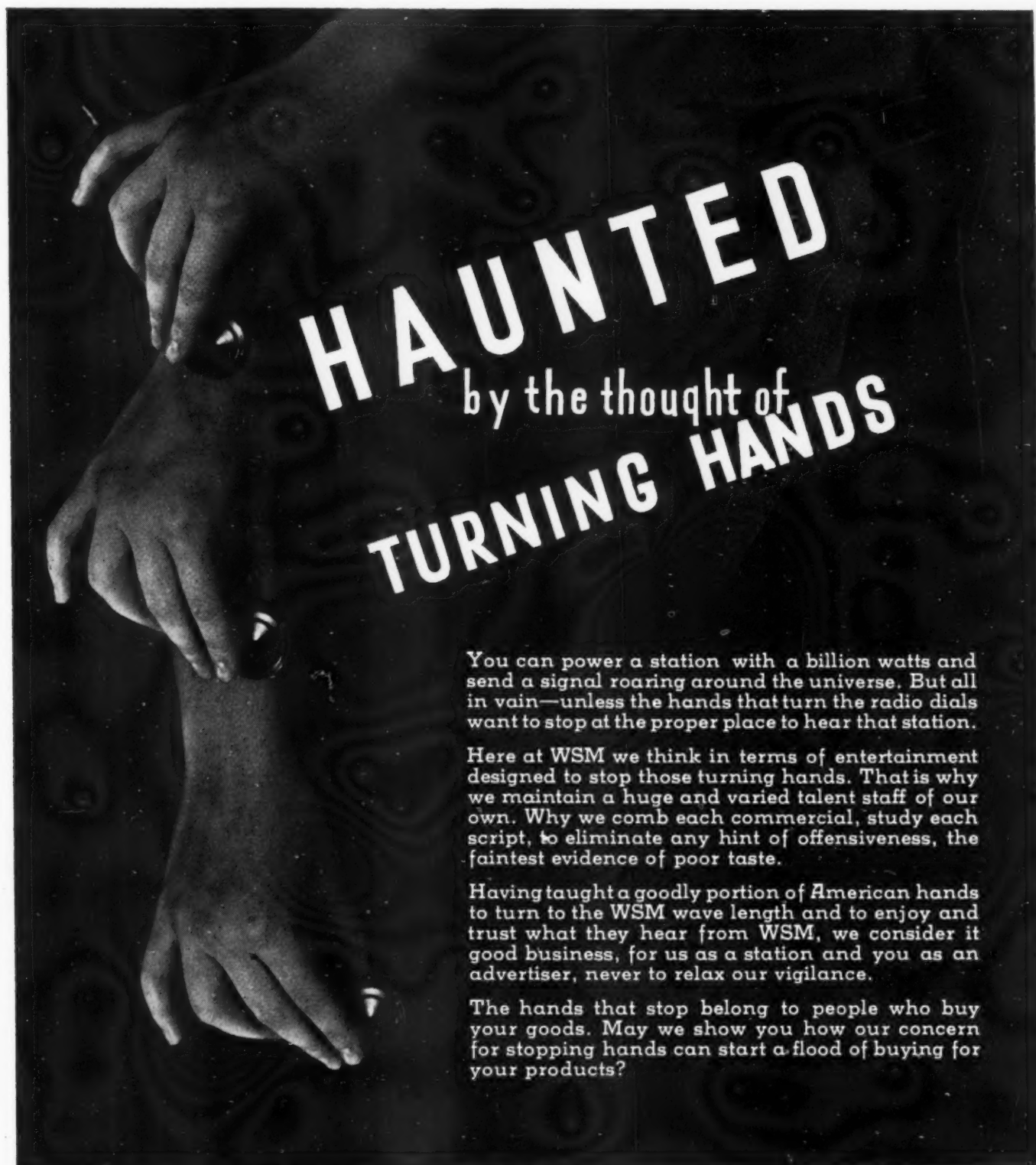
1. Blanket coverage of Jacksonville, Florida's largest city, reaching more than 90% of all city zone homes daily and Sunday.
2. Dominance of Jacksonville's large and prosperous trading area where the Times-Union is read in nearly 70% of all homes daily; in more than 75% Sunday.
3. Effective penetration of the whole state's best buying levels *outside of the Jacksonville trading area* by a "bonus" statewide circulation of substantial size.

*Sell the Times-Union audience and you
have sold your products to Florida.*

The Florida Times-Union



JACKSONVILLE-FLORIDA



HAUNTED

by the thought of

TURNING HANDS

You can power a station with a billion watts and send a signal roaring around the universe. But all in vain—unless the hands that turn the radio dials want to stop at the proper place to hear that station.

Here at WSM we think in terms of entertainment designed to stop those turning hands. That is why we maintain a huge and varied talent staff of our own. Why we comb each commercial, study each script, to eliminate any hint of offensiveness, the faintest evidence of poor taste.

Having taught a goodly portion of American hands to turn to the WSM wave length and to enjoy and trust what they hear from WSM, we consider it good business, for us as a station and you as an advertiser, never to relax our vigilance.

The hands that stop belong to people who buy your goods. May we show you how our concern for stopping hands can start a flood of buying for your products?



WSM

NASHVILLE, TENNESSEE

CLEAR CHANNEL
50,000 WATTS
NBC

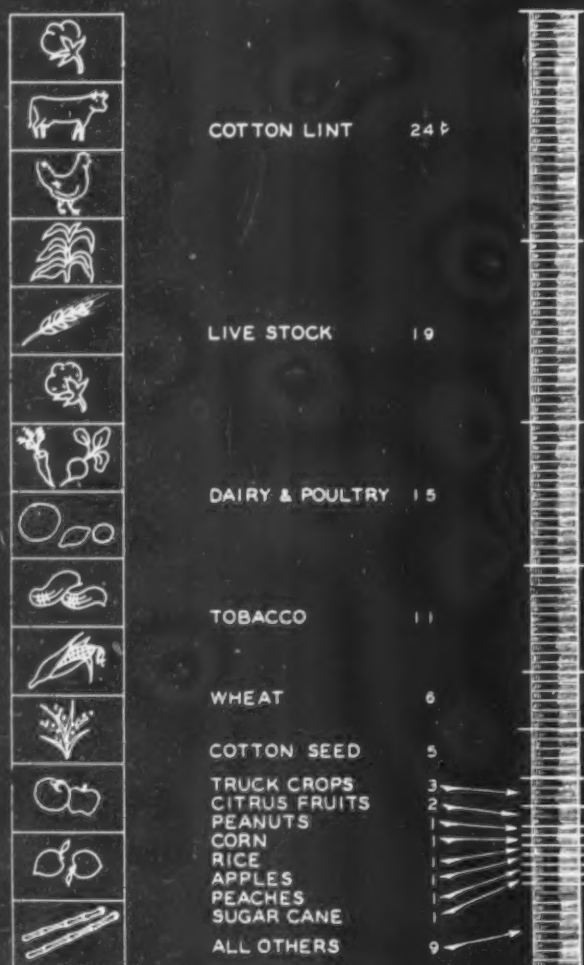
National Representatives: Edward Petry & Co.

The Faith of Our Audience Comes First

THE SOUTH ISN'T A ONE-CROP SECTION

CASH FARM INCOME FIGURES IN THE SOUTH, NOT INCLUDING GOVERNMENT PAYMENTS, ROSE $10\frac{1}{2}\%$ IN 1937 OVER 1936 (NEARLY HALF AGAIN AS MUCH AS THE NATIONAL AVERAGE). THE SOUTH FOUND SALVATION FROM ONE-CROP SUICIDE BY DIVERSIFYING ITS CROPS.

THE SOUTHERN FARM DOLLAR IN 1937 WAS DIVIDED IN THIS WAY:



PICTOGRAPH BY
Sales Management

SOURCE: U. S. D. A.

INCOME OF SOUTHERN FARMERS ABOUT AVERAGE

GOVERNMENT SURVEY IN 18 STATES SHOWS AVERAGE OF SOUTH RANKS FAVORABLY WITH THE NATION. SURVEY CONFINED TO WHITE NON-RELIEF FARMERS.

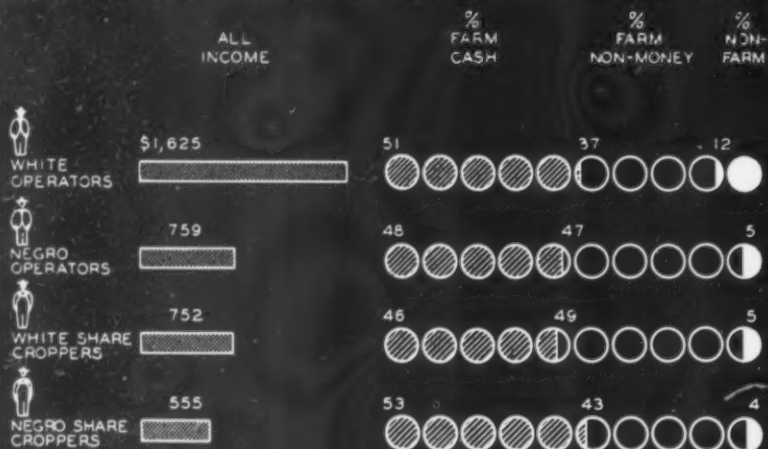


PICTOGRAPH BY
Sales Management

SOURCE: 1935-36 SURVEY, BUREAU OF HOME ECONOMICS, U. S. D. A.

CASH VS. "NON-MONEY" FARM INCOME

AVERAGE INCOMES (NOT MEDIAN) AND THEIR SOURCE:



PICTOGRAPH BY
Sales Management

SOURCE: BUREAU OF HOME ECONOMICS

THERE ARE FOUR TYPES OF SOUTHERN FARMERS

APPROXIMATE MEDIAN ANNUAL INCOMES OF NON-RELIEF SOUTHERN FARMERS, BY TYPES:



PICTOGRAPH BY
Sales Management

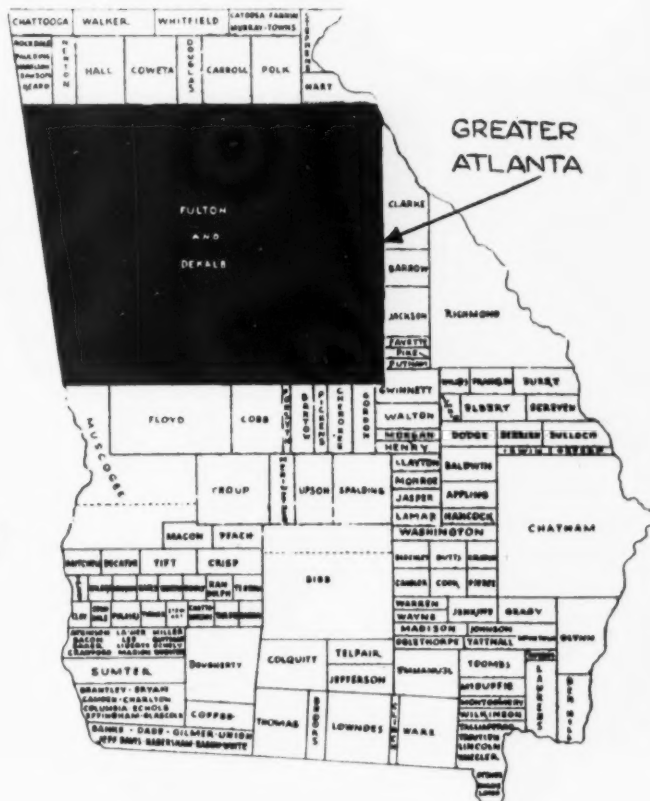
SOURCE: 1935-36 SURVEY, BUREAU OF HOME ECONOMICS



IN GEORGIA IT'S ATLANTA!

GEORGIA — GEOGRAPHICALLY

GEORGIA — SHOWING COUNTIES DISTORTED ACCORDING TO BUYING POWER AS SHOWN IN SALES MANAGEMENT'S SURVEY OF BUYING POWER FOR 1938.



IN ATLANTA IT'S THE GEORGIAN!

FAMILIES IN A. B. C.
CITY ZONE

ABOVE AVERAGE

52%

BELOW AVERAGE

48%

E. GEORGIAN CITY
CARRIER CIRCULATION

67%

33%

THE GEORGIAN HAS MORE PURCHASING
POWER CIRCULATION IN ATLANTA THAN
ANY OTHER ATLANTA DAILY NEWSPAPER.

THE ATLANTA GEORGIAN

NATIONALLY REPRESENTED BY HEARST INTERNATIONAL ADVERTISING SERVICE

RODNEY E. BOONE, General Manager

JANUARY 1, 1939

[47]



ECONOMIC Opportunity NUMBER 1



Clyde R. Hoey
GOVERNOR OF NORTH CAROLINA



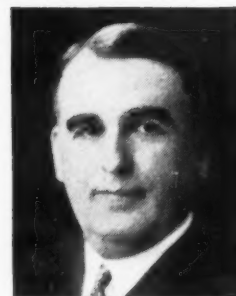
Richard M. Leche
GOVERNOR OF LOUISIANA



E. B. Rivers
GOVERNOR OF GEORGIA



Fred McMane
GOVERNOR OF FLORIDA



Hugh White
GOVERNOR OF MISSISSIPPI



Ernest R. Blaylock
GOVERNOR OF SOUTH CAROLINA



Prentiss Cooper
GOVERNOR OF TENNESSEE



Carl Bailey
GOVERNOR OF ARKANSAS



Jack Dins
GOVERNOR OF ALABAMA

WE, THE GOVERNORS...

INVITE INDUSTRY TO THE SOUTHEASTERN STATES

Industry seeking lower production costs and better profit possibilities will find the Southeast: Economic Opportunity Number 1. A moderate year 'round climate makes possible lower living costs for better standards of living, ideal working conditions, lower capital investment and lower production costs. Add to these powerful attractions: unlimited supply of raw materials, ample power, excellent transportation facilities to rich and growing markets, and you will understand why industry in ever-increasing volume is moving into the Southeastern states—why the Southeast today is Economic Opportunity Number 1.

Southeastern Governors' Conference

LAWRENCE WOOD ROBERT, JR., Executive Director

Bona Allen Bldg., Atlanta, Ga.

CARROLL DOWNES, Industrial Consultant

SALES MANAGEMENT

Faith Confirmed



FOR seventy years Southern Agriculturist has believed in and fought for the South.

For the first time, and in this issue of Sales Management, this South has been presented as it really is—a great market which has not even yet reached the peak of its greatness.

The facts are all within the pages of this magazine. They are accurate, graphic, arresting. They confirm our conception of the South.

They are also confirmation of your sales opportunity in the South—which is the Southern Agriculturist Market.

Southern Agriculturist

Over 870,000 Circulation

NASHVILLE, TENNESSEE

Established 1869



KANSAS AND NORTH DAKOTA

CALIFORNIA

MICHIGAN AND WISCONSIN

ILLINOIS AND IOWA

OREGON AND WASHINGTON

NEW JERSEY

PENNSYLVANIA AND OHIO

COLORADO, MONTANA, SOUTH DAKOTA

VERMONT

NORTH AND SOUTH CAROLINA (WHITE OPERATORS)

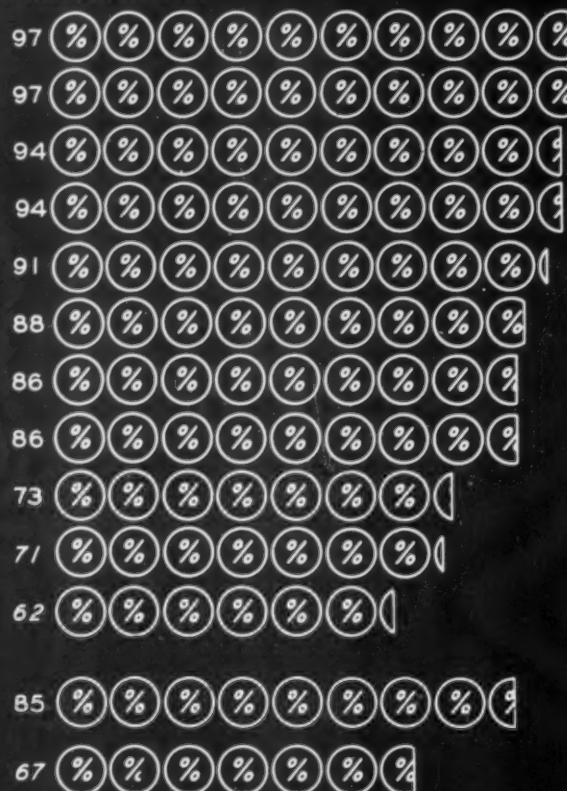
GEORGIA AND MISSISSIPPI (WHITE OPERATORS)

NATIONAL AVERAGE

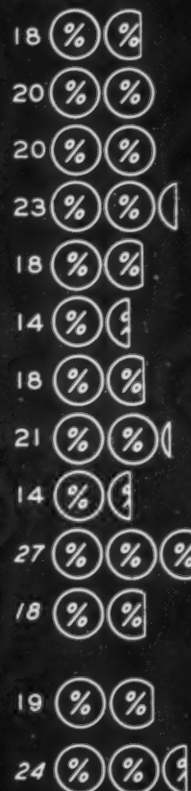
SOUTHERN AVERAGE

WHITE OPERATORS IN SOUTHEAST HAVE FEWER CARS THAN FARMERS IN OTHER SECTIONS, BUT VACUUM IS BEING FILLED RAPIDLY. GOVERNMENT REPORTS SHOW THEY BOUGHT MOST CARS IN 1935-36 IN STATES SURVEYED.

PERCENTAGE OF FARM FAMILIES OWNING ANY CAR



PERCENTAGE BUYING ANY CAR DURING LAST 12 MONTHS

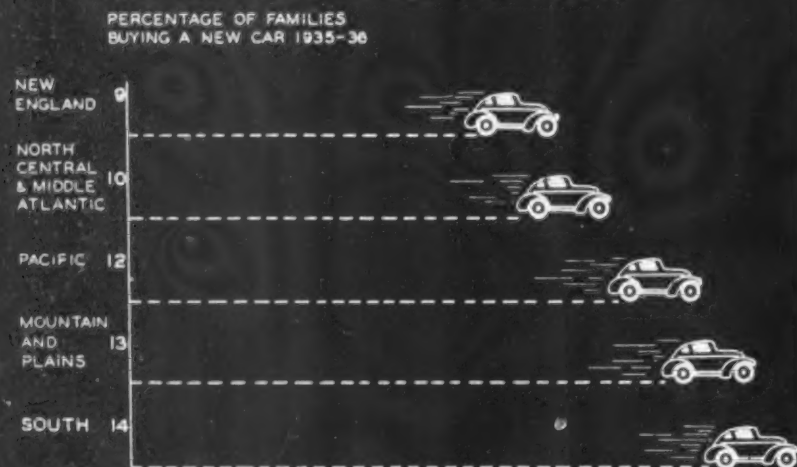


PICTOGRAPH BY
Sales Management

SOURCE: BUREAU OF HOME ECONOMICS, U. S. D. A.

SOUTHERN VILLAGERS LEAD IN NEW CAR BUYING

AS IS TRUE OF SOUTHERN FARMERS, THE WHITE VILLAGERS HAVEN'T YET AS MANY CARS AS THOSE IN OTHER SECTIONS, BUT THE MOST RECENT CHECK-UP SHOWS THEY LEAD IN NEW CAR BUYING.



THESE SAME WHITE SOUTHERN VILLAGERS ALSO PAID THE HIGHEST AVERAGE PRICES FOR THE USED CARS THEY BOUGHT. (\$334 AGAINST A NATIONAL AVERAGE OF \$289).... AND THEY ALSO BOUGHT 14 NEW CARS FOR EVERY 9 USED ONES, AS AGAINST A 1 TO 1 RATIO IN OTHER SECTIONS.

SOURCE: BUREAU OF HOME ECONOMICS, U. S. D. A.

LIVING COSTS AND SAVINGS OF WELL-TO-DO FAMILIES

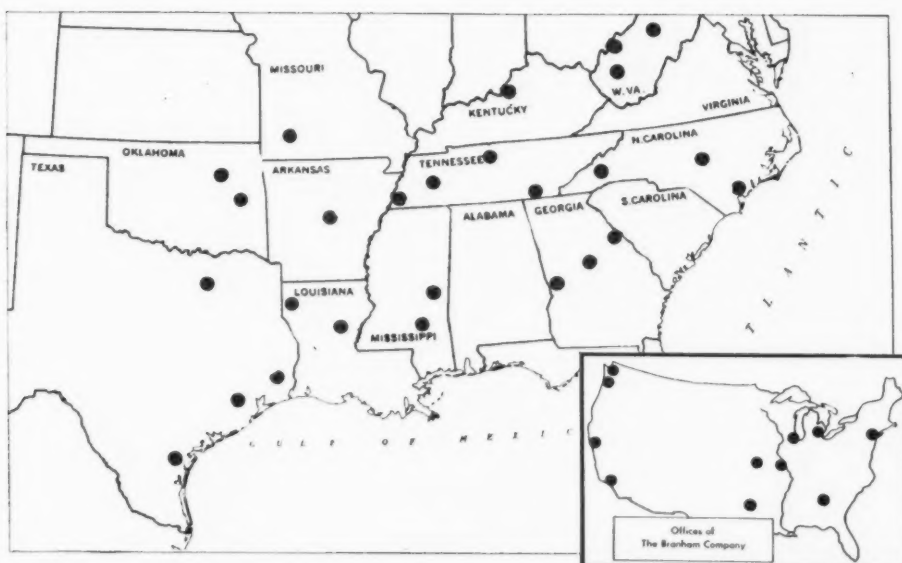
FAMILIES IN THE \$3,000-3,500 INCOME LEVEL MAKE THESE ANNUAL EXPENDITURES IN SELECTED CITIES:

	NEW YORK	CHICAGO	PROVIDENCE	DENVER	ATLANTA	NEW ENGLAND MIDDLE-SIZED CITIES	EAST CENTRAL CITIES	SOUTHERN MIDDLE-SIZED CITIES
FOOD COST PER ADULT MEAL	\$.29	.24	.23	.18	.18	.21	.17	.16
CLOTHING	330	287	294	320	293	332	308	298
HOUSING	717	545	693	541	527	609	517	464
AUTOMOBILE PURCHASE & OPERATION	158	194	265	273	272	408	282	299
HOUSEHOLD OPERATION	188	153	198	158	266	177	174	278
LIFE INSURANCE & ANNUITIES	186	172	197	241	191	158	185	227
AVERAGE INCREASE IN ASSETS	58	371	248	384	336	180	441	452

HIGH AVERAGE OF SAVINGS IN SOUTHERN CITIES SHOWS UNTAPPED PURCHASING POWER

SOURCE: BUREAU OF LABOR STATISTICS, 1935-36 SURVEY





THE NATION'S NO. 1 SALES OPPORTUNITY

**Here's How We Can Help YOU
Make It YOUR No. 1 Sales Opportunity**

Market Potentials

Any Branham-man can give you the retail sales for any one of 8 classifications of retail business — by city — by county — by market — for 26 different markets.

Primary Distribution

Whether you sell through brokers, wholesalers, or direct—any Branham-man can tell you how many there are — can give you firm names, buyers names, number of city and country salesmen employed, and data on chain buying headquarters.

Retail Distribution

Detail information on chains, leading independent merchants (who, with chains, do 70% or more of the retail

business in their classifications), important department stores. Number of retail stores in 18 classifications.

Miscellaneous Information

Such as weather, condition of local water supply, number of automobiles, trucks, telephones, wired homes, gas meters, dwellings.

Field Co-operation with Your Salesmen

In 26 markets your salesmen will be personally introduced to desirable distributors, important merchants, chain store heads; he will receive personal help, advice and counsel based on an intimate knowledge of the market.

And in addition to that, The Branham Company has 11 offices, staffed by competent men of long experience who are in a position to not only give you the above co-operation, but who are exceptionally able to serve you, your advertising agency, your branch managers, zone representatives and travelling salesmen.



Call a Branham-man today and make the above area, YOUR No. 1 Sales Opportunity in 1939

THE BRANHAM COMPANY

CHICAGO • NEW YORK • DALLAS • ATLANTA • ST. LOUIS • DETROIT • KANSAS CITY • LOS ANGELES • SAN FRANCISCO • PORTLAND • SEATTLE

JANUARY 1, 1939

[51]

WHAT'S ALL THIS TALK
ABOUT GROVND WAVES
AND SKY WAVES ?
JVST HOW DO THEY
AFFECT YOVR PROGRAM,
YOVR SALES ?



EVCLID



HAD THE ANSWER

AND IT'S THE SAME AS NBC'S

We'd like to tell you about it!

You know that a distant radio station often can be heard better than one near at hand. But do you know that power may not be the reason? Sky waves, ground waves, kilocycles and other technical aspects are linked up with such situations.

When you seek nationwide radio coverage the *total* result is the result that counts. This or that part of the job may have a certain interest, but—as Euclid put it centuries ago—“the whole is greater than any of its parts.”

Nationwide circulation for your radio program means something more—much more—than circulation in the cities where the regular listener-surveys are conducted. It means circulation among consumers in small towns, villages and rural areas, *besides* big city populations. That's the kind of a job the NBC Red Network does for you—and *does better* than any other network.

Ask any NBC Red Network representative to *prove it*—he will arrange to give you the full story of our new nationwide

study of “The Forgotten Ten Million” (ten million radio families whose listening habits and preferences have never before been revealed.)

As Euclid would express it: *The Best Coverage + The Best Programs = The Biggest Circulation*—and there's only one solution to that equation, the NBC Red Network!

Do You Know —

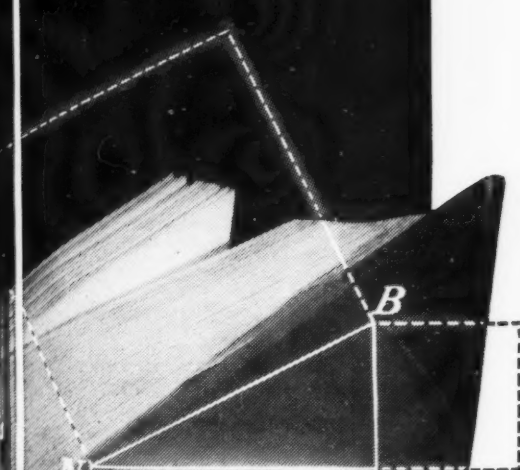
That 50% of all U. S. radio homes—urban and rural—rely on “remote service” from major network stations?

That there are 10,000,000 radio families in the “rural areas of remote reception?”

That the habits and preferences of these 10,000,000 families are not reflected in any studies of city listeners?

That these listeners add a great plus value to Red Network circulation?

That NBC's new survey tells the why and how of all these facts, and what they mean to you? Call NBC for the full story!



EUCLID . . . Famous Greek mathematician who flourished about 300 B.C. Renowned as a geometer, his greatest work is the “Elements”, in thirteen books.

Today, there are certain radio “propositions” which can be demonstrated as clearly as Euclid's problems. NBC would like to show you—Q.E.D.

NBC RED NETWORK

NATIONAL BROADCASTING COMPANY

A Radio Corporation of America Service

SOUTHERN INCOME IS WELL DIVERSIFIED

IN 1900 THE VALUES OF MANUFACTURED PRODUCTS AND FARM PRODUCTS IN THE SOUTH WERE IDENTICAL. TODAY INDUSTRY HAS JUMPED FAR AHEAD. 1938 ESTIMATES INDICATE THIS DIVISION OF 16.77 BILLIONS OF VALUES:

VALUE OF MANUFACTURED PRODUCTS
IN 34,000 FACTORIES - 62%



VALUE OF ALL AGRICULTURAL PRODUCTS
PRODUCED FROM 125 MILLION ACRES
OF FARM LAND - 26%



VALUE OF MINE AND OIL
WELL PRODUCTION - 12%



PICTOGRAPH BY
Sales Management

SOURCE: MANUFACTURERS RECORD

INDUSTRY MOVED SOUTH IN 1938

PICTOGRAPH BY
Sales Management

CONSTRUCTION CONTRACTS AWARDED FOR INDUSTRIAL BUILDINGS, BIG PUBLIC WORKS PROJECTS AND LARGE HOUSING PROJECTS DURING FIRST 34 WEEKS OF 1938 SHOW STRIKING GAINS FOR THE SOUTH.

PERCENTAGE CHANGE, 1938 OVER 1937

FAR WEST



WEST OF MISSISSIPPI
(EXCLUDING SOUTHERN STATES)



MID WEST



NEW ENGLAND



MIDDLE ATLANTIC



THE SOUTH



SOURCE: ENGINEERING NEWS RECORD

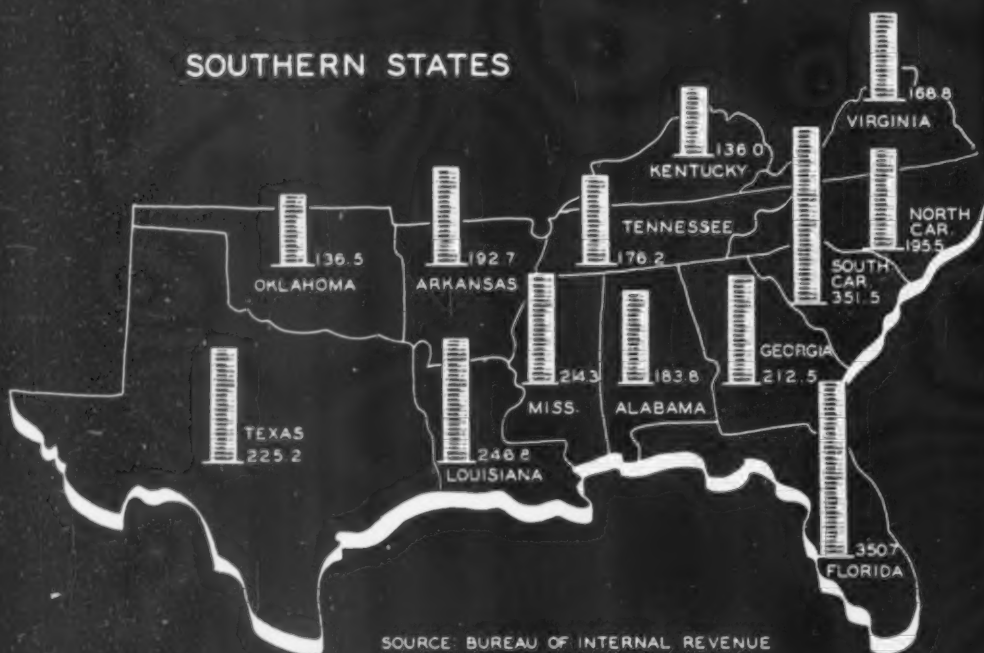


THE SOUTH IS GOOD TO UNCLE SAM

GOVERNMENT COSTS MORE THAN IN 1929; SOUTH PAYS INCREASINGLY HIGHER SHARE OF INCOME TAXES.

WHAT PERCENT INCOME TAX COLLECTIONS IN THE FISCAL YEAR ENDED JUNE 30, 1938, WERE OF 1929 YEAR

SOUTHERN STATES



SOURCE: BUREAU OF INTERNAL REVENUE

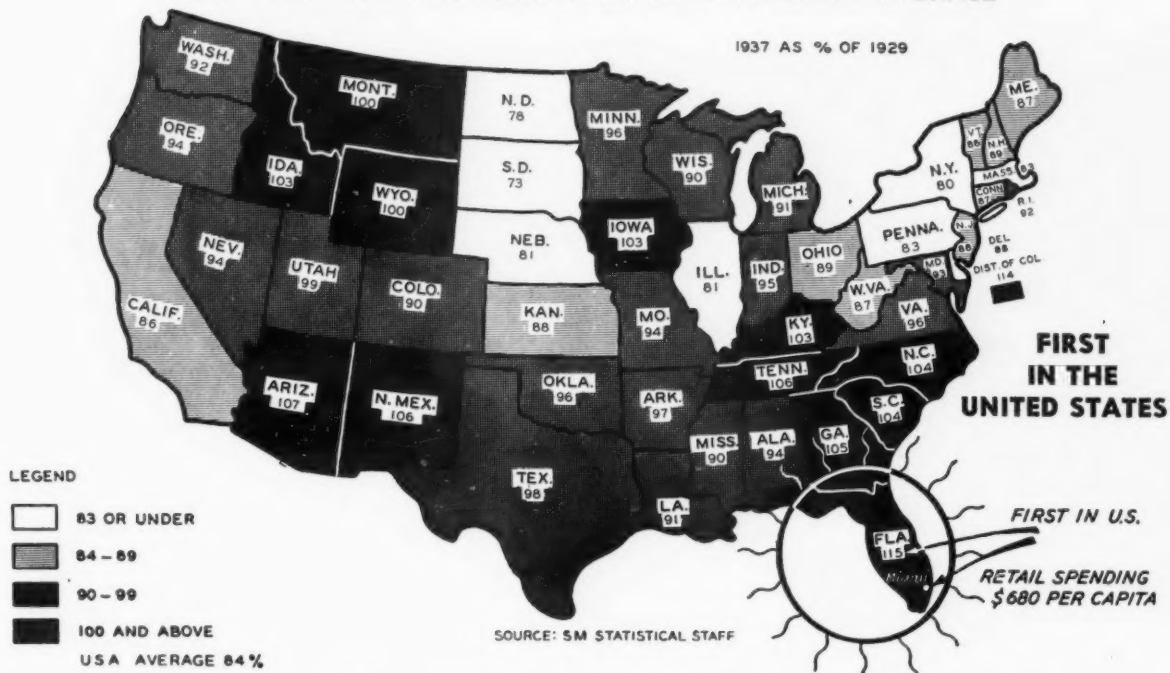
OTHER STATES	% 1938 TO 1929
MAINE	125.4
NEW HAMPSHIRE	179.2
VERMONT	124.4
MASSACHUSETTS	97.5
RHODE ISLAND	130.9
CONNECTICUT	131.4
NEW YORK	88.7
NEW JERSEY	112.0
PENNSYLVANIA	102.0
DELAWARE	156.2
MARYLAND	137.5
WEST VIRGINIA	171.4
OHIO	134.4
INDIANA	182.8
ILLINOIS	117.3
MICHIGAN	143.4
WISCONSIN	122.4
MINNESOTA	127.4
IOWA	125.0
MISSOURI	136.2
NORTH DAKOTA	212.4
SOUTH DAKOTA	117.6
NEBRASKA	170.7
KANSAS	57.4
MONTANA	137.7
IDAHO	353.4
WYOMING	349.1
COLORADO	203.9
NEW MEXICO	239.3
ARIZONA	90.7
UTAH	145.7
NEVADA	264.7
WASHINGTON	139.4
OREGON	178.0
CALIFORNIA	159.0

PICTOGRAPH BY
Sales Management



Florida Leads in Buying Power Upswing

RATIOS OF 1937 EFFECTIVE BUYING INCOMES WITH 1929
SHOW EVERY SOUTHERN STATE HIGHER THAN U.S.A. AVERAGE



Revised Pictograph by permission of Sales Management.

And Miami, First Retail Market in the nation's fastest growing state is the brightest spot on the sales map.

Miami leads the nation in annual retail spending, \$680 per capita. 1937 retail sales in the Miami Trade Area were \$179,786,000—Effective Buying Income, \$209,336,000. Miami Building Construction first 10 months, 1938, \$92 per capita, is second highest in the United States.

THE MIAMI HERALD Circulation Coverage of Families in the Miami Trade Area

County	* Families	* % Morn.	* % Sun.	Cov'r'g.
Brevard	3,638	30%	31%	
Broward	5,760	96%	104%	
Collier	1,197	21%	23%	
Dade	45,249	128%	136%	
Glades	668	15%	16%	
Hendry	928	21%	24%	
Indian River	2,120	61%	61%	
Lee	4,088	10%	16%	
Martin	1,303	38%	41%	
Monroe	3,338	36%	36%	
Okeechobee	871	22%	23%	
Palm Beach	13,298	33%	38%	
St. Lucie	2,261	71%	71%	

* Based on 1935 Fla. State Census, figuring 4 persons to family.

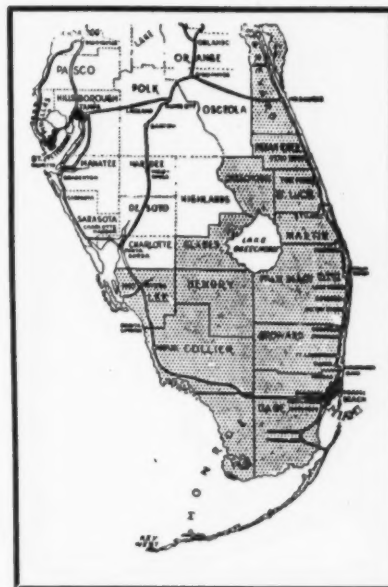
* * Based on figures taken from A. B. C. Audit Report, March 31, 1938. Average Total Net Paid (excluding Bulk) Circulation Dec. 2, 1937 to Mar. 31, 1938, Morn. 81,719; Sunday 84,649.

High income natives and free-spending visitors can be reached through The Miami Herald, Florida's leading advertising medium.

The Miami Herald, the only newspaper in a Florida Major Market to show a circulation gain for 6 months period ending September 30, 1938,

GAINED 16% Sunday
GAINED 17% Daily

Florida's fastest growing newspaper in Florida's largest and most responsive retail market.



The Miami Herald

FLORIDA'S MOST COMPLETE NEWSPAPER

National Representatives
STORY, BROOKS & FINLEY
New York—Chicago—Philadelphia—Cleveland—San Francisco
Garner & Grant, Atlanta

THE "FIRST" NEWSPAPER IN A "FIRST" MARKET

The Charlotte Observer:
1st in America

The Observer is the *only* newspaper in America, published in a city of less than 100,000 population, having a circulation of more than 72,000 daily and 75,000 Sunday.

1st in Circulation Leadership

The Observer leads *all* newspapers in the Carolinas in city, city and suburban, and total circulation! The Observer covers 82% of all families living in 111 towns and cities within a 57 mile radius of Charlotte.

1st in Advertising Leadership

The Observer leads all newspapers in the Carolinas in volume of advertising carried annually. The Observer ranks 36th among the First Fifty out of more than one hundred leading Morning newspapers in America in total weekday advertising as reported by Media Records.

The Charlotte Market

The Charlotte Market, according to the 1930 Census, as given by the Audit Bureau of Circulations, has a population of 828,342. This covers an average radius of approximately 57 miles, and in a 75 mile radius there is a population of 1,250,000. Charlotte's Effective Buying Income is much higher than other leading Southern cities. The Charlotte Market's industrial payrolls alone amount to \$125,798,000. \$151,246,000 is regularly on deposit in the banks of this area.

Charlotte is the trading center of the Carolinas. Payrolls, \$29,169,000 annually; retail sales volume, \$45,000,000; wholesale volume, \$157,000,000. Charlotte is 1st in two Carolinas; 5th in South; 40th in United States in effective buying income—1st in the Carolinas; 37th in America in annual wholesale volume.

Discover this great market . . . write today for booklet, "The Charlotte Market Today."

The Charlotte Observer

"The Foremost Newspaper of the Two Carolinas"

CHARLOTTE, N. C.

A Market Analysis of the South

(Continued from page 34)

The Negroes are no more the South than the lower East Side and Brownsville are New York. They are a part of the whole, but they can be separated from the whole, as will be demonstrated later. If they were isolated, segregated into counties made up only of them, the problem would be simple. But of course they are not and never will be. Their proportion of the whole ranges all the way from a sprinkling to more than half. Their own purchasing power is by no means negligible, but they should be separated so far as possible in any market study so that the marketing man may compare reasonably homogenous sections of the country, one with the other, in his attempt to decide where to apply sales and advertising pressure.

One of the South's natural advantages, a beneficent climate, tends to lower it on per capita figures, and lowers it in total as a market place for many products. Living costs are lower in the South. Because of the climate, southerners don't need such heavy Winter clothing as northerners, their houses don't have to have such elaborate heating systems or be so securely insulated against the cold. Therefore, with building costs lower, rents are lower. Nearness to farm areas, a longer growing season, a higher percentage of large and small farms where foodstuffs are grown for the table, make food costs lower.



Cy La Tour

As manufacturers in northern states know all too well, the South is increasingly important as an industrial center. Today the South's industries produce goods valued at \$10,000,000,000, representing 62% of total values of the section. A quarter-billion of dollars were invested last year in new industrial plants. Southern plants like the one pictured above produce over 5,000,000 tons annually of hot rolled iron and steel products.

SALES MANAGEMENT



Wide World

The sugar cane industry is 175 years old in Louisiana this year. Great machine units have replaced the first crude sugar kettles and out of them came a crystal stream of wealth representing \$52,000,000 annually in finished value.

These factors add up to this: With the necessities of life costing less, the southerner has a bigger margin left for the purchase of most manufactured goods. He can save it, or spend it, depending on his own free will, but also subject to the suggestions planted in his mind by manufacturers who would like to exchange their goods for his money. The lower cost of living permits a southerner who has a cash income of only \$750 to save money if he chooses to, whereas in most sections saving doesn't start before \$1,250. (See Pictograph captioned "Southerners Can Save on Smaller Incomes.")

Figures aren't available which would show how much of their 1938 incomes were saved by Southerners, but SALES MANAGEMENT's estimates indicate that they spent freely in retail stores. The nation as a whole had a 1938 retail trade only 88% as good as in 1937, but in 13 southern states the average was 93. State figures follow:

1938 Retail Sales of Southern States

as estimated by Ray B. Prescott,
Director of Research, SALES MANAGEMENT

	1938	% 1938
	(000 omitted)	Is of 1937
Alabama	\$352,319	90
Arkansas	255,454	92
Florida	497,076	93
Georgia	585,727	99
Kentucky	432,885	91
Louisiana	395,596	94
Mississippi	193,941	99
North Carolina..	495,790	93
Oklahoma	463,644	89
South Carolina..	242,159	85
Tennessee	523,261	90
Texas	1,587,204	95

JANUARY 1, 1939

Industry Marches On

IN WINSTON-SALEM, N. C.



And with industry leading the way, the greatest industrial city of the southeast is spending—*spending*—SPENDING.

Retail sales in Winston-Salem reflect the prosperity of the city and of its rich agricultural surroundings. Food, clothing, building, automobiles, radio, drugs and cosmetics—these and a hundred other necessities and luxuries comprise the purchases of Twin City folk.

Winston-Salem manufactures nearly \$300,000,000 worth of goods each year; its payroll is estimated at between \$25,000,000 to \$30,000,000, and tobacco growers alone receive from \$10,000,000 to \$12,000,000 from Winston-Salem warehouses annually for their crop.

That's the picture in Winston-Salem—a prosperous, fast-moving picture of good times, not in the making, but actually *here*.

The Twin Cities Favorite Radio Station



Forbes Magazine, December 15th issue, places Winston-Salem NINTH in nation from standpoint of business gains—one of the A centers.

WINSTON-SALEM JOURNAL TWIN CITY SENTINEL

National Representatives: Kelly-Smith Co., New York, Chicago, Detroit, Boston, Philadelphia, Atlanta



COVER

2



IMPORTANT CITIES OF MISSISSIPPI

with

THE DAILY HERALD

at

ONLY ONE COST!

5,000 lines .045 line

ABC Circ. over 7,200



Address:

THE DAILY HERALD
Herald Bldg. - Biloxi, Miss.
or
Herald Bldg., Gulfport, Miss.

The Coast of Mississippi is a good place to do business and a beautiful place to visit.



Virginia	528,851	92
All Southern States	6,553,907	93
U. S. A.	\$35,888,060	88

The South Read About a Recession Elsewhere

Regional trade in southern territories averaged some 15% better than the nation during the recession year, September, 1937, through August, 1938.

Base 100, equals average of years 1928-32, seasonally corrected.

U. S. A.	82.4
Virginia	96.3
North and South Carolina	95.8

Alabama—Georgia, E. Tenn.	99.2
Florida	104.8
W. Tenn., Arkansas, N. Miss.	85.8
Louisiana, S. Miss.	95.2
Texas	106.9

Source: Regional Trade Barometers, Dun's Review, prepared by L. D. H. Weld.

A similar story is found in the monthly reports called "Where's Business?" compiled by the research department of Brooke, Smith, French & Dorrance. Their detailed report of business activity in 147 trading centers for the period ending August 31 listed 33 cities where business was either above normal or not more than 10% below normal. *Sixteen out of the 33 cities were in the South!* The

Number 1 city was in the South, as were six out of the first ten.

The December 9 report of the same organization lists the following areas as closest to normal in November (cities in italics are in the South): *Abilene, Albuquerque, Atlanta, Austin, Bakersfield, Beaumont, Billings, Boise, Casper, Charlotte, Chattanooga, Cheyenne, Colorado Springs, Dallas, Denver, Fargo, Grand Junction, Green Bay, Greenville, Houston, Indianapolis, Jacksonville, Knoxville, Lincoln, Little Rock, Manchester, Miami, Mobile, Nashville, Phoenix, Reno, Richmond, Shreveport, Sioux Falls, Spokane, Springfield, Mo., Topeka, Washington and Winston-Salem.*

Because the South made the best showing during the 1929-1933 depression and the 1937-1938 recession it is hardly to be expected that southern states or cities will show the greatest percentage upturn in the months to come. Those northern cities which had the greatest drop will doubtless have the greatest comeback. The South has developed greater stability than the rest of the nation; because it is continuing to grow in population, in capital investments, in diversification of industry, mining and agricultural, it is not likely to have, at least for many years to come, the setbacks which the North and East receive when the business cycle moves downward.

The South seems to be marching up a staircase. In times of depression that staircase moves horizontally (but not downward) before mounting to a higher level.

Southern Retailers Know Their Markets Best

Local retailers and service organizations in southern cities know that during most of the depression and particularly during the late—we hope—recession, the South has enjoyed business more nearly normal than any other section. They also know that the South has reached a new high level of prosperity, that it is a better market for any type of consumer goods than at any time in the past.

These local business men backed that knowledge with advertising dollars more consistently than their brothers in other sections. Perhaps, like a certain type of gambler, they were betting on a sure thing. Records compiled by Media Records, Inc., measure the newspaper advertising in 52 cities throughout the country. The retail newspaper lineage during the first eight months of 1938 dropped 11.1% in these 52 cities.

Of those cities, 19 were in the South. There the lineage drop was

SALES MANAGEMENT



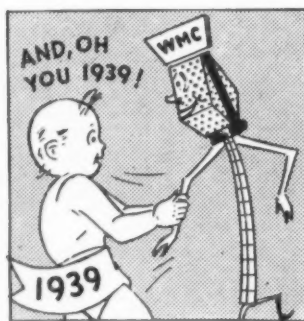
FOR A 31% INCREASE IN NATIONAL BUSINESS

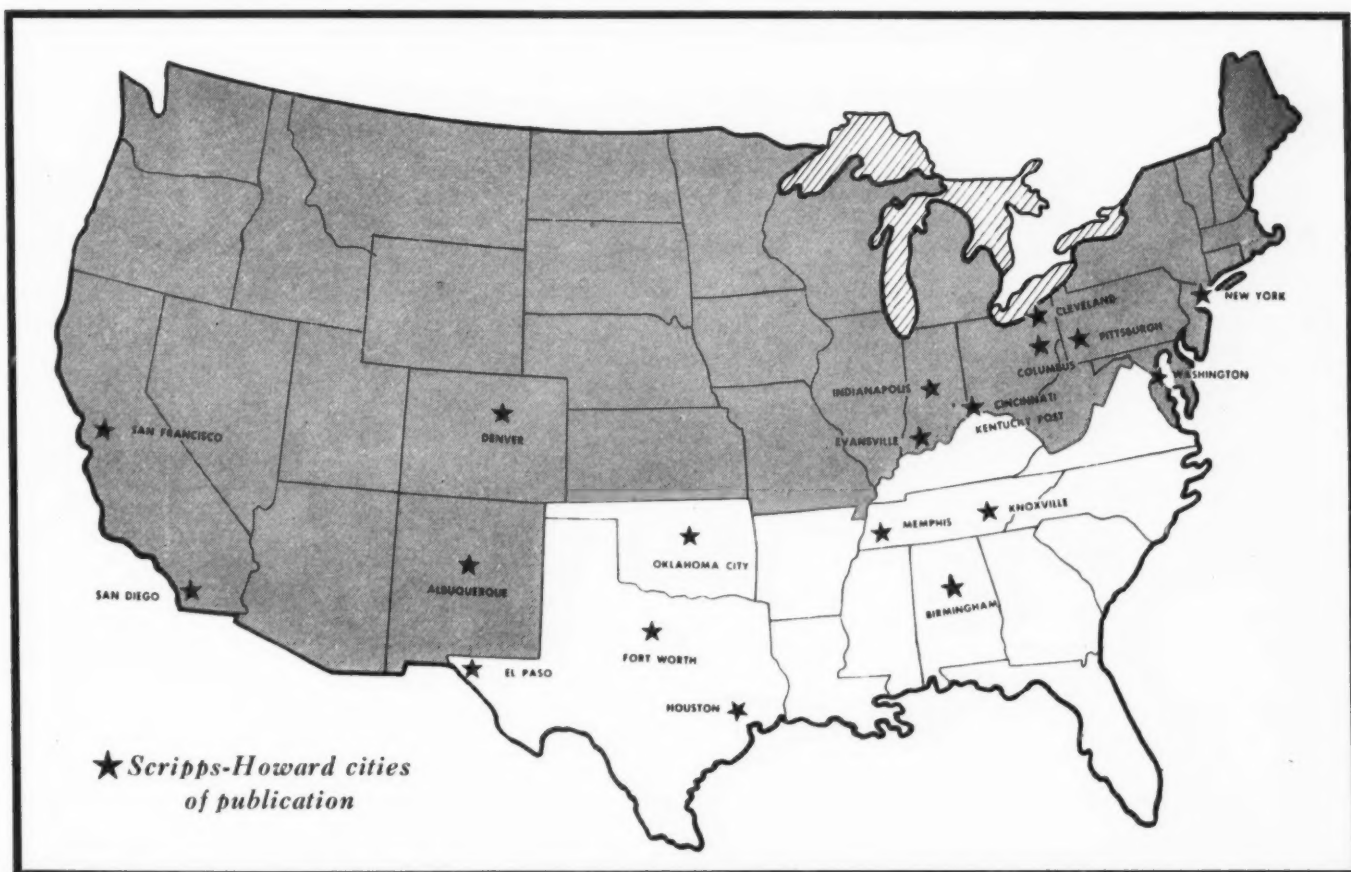
Ring in the New Year with a tribute to the old. WMC takes this opportunity to thank those advertisers who have made 1938 the biggest in its entire history, with a 31 per cent increase in national business over the year previous.

It is significant that business gets better year after year with WMC.

To all of WMC's advertisers and friends, we take this opportunity of extending best wishes for a prosperous 1939.

WMC
Memphis
NBC RED NETWORK
 OWNED AND OPERATED BY
THE COMMERCIAL APPEAL
"The South's Greatest Newspaper"
 NATIONAL REPRESENTATIVE:
THE BRANHAM COMPANY





HOW WELL DO YOU KNOW THIS *Land of Opportunity...the South?*

THE sales potential is there...it's increasing rapidly. Sales Management proves it.

True, there are varying population characteristics that definitely effect sales possibilities in the South. There are special tastes and habits in eating and drinking. Climatic conditions exercise a potent influence on food, clothing, hous-

ing, home appliance and automotive usages.

The effect of many of these important sales-factor differences are measured in Scripps-Howard Home Inventories.*

Scripps-Howard Newspapers can help you avoid major difficulties . . . can help with your distribution problems.

[* Home Inventories now available for Knoxville, Birmingham, Fort Worth, Houston. A Memphis Home Inventory will be available in January, 1939. Ask any Scripps-Howard representative to help analyze your Southern sales promotion effort in the light of special data now available.]

SCRIPPS · HOWARD NEWSPAPERS IN THE SOUTH

El Paso *Herald-Post*
Fort Worth *Press*
Houston *Press*

Memphis *Press-Scimitar*
Memphis *Commercial Appeal*

Birmingham *Post*
Oklahoma City *News*
Knoxville *News-Sentinel*

MEMBERS OF THE UNITED PRESS...OF THE AUDIT BUREAU OF CIRCULATIONS...AND OF MEDIA RECORDS, INC.

National Advertising Dept., 230 PARK AVENUE, NEW YORK • CHICAGO • SAN FRANCISCO • DETROIT • LOS ANGELES • ATLANTA • PHILADELPHIA • DALLAS



"PAUSE for Station Announcement

"Ladies and gentlemen of the SALES MANAGEMENT audience, we pause briefly in this survey of the 'Nation's Opportunity No. 1' to give you a brief description of WBIG's audience in 200,000 radio homes in 36 counties of North Carolina and Virginia.

"These 36 counties constitute the richest and most populous area in the South. Greensboro's 50-mile trading area tops even those of Richmond and Atlanta—in population, value of manufactured products, annual wages paid, automobile registrations, agricultural products.

- Total Effective
Buying Income \$400,600,000
- Retail Sales..... 241,342,000
- Automotive Sales 44,985,000
- Home of Lucky Strike and
Camel cigarette factories.
- Center of a tremendous manu-
facturing area—textiles, furni-
ture, tobacco.

"There is only one station which national advertisers can use in order to reach this huge market, and that is the "home" station of 200,000 radio-listening families: WBIG

"We now return you to the editorial pages of SALES MANAGEMENT and a trip through the Southern States.

Edney Ridge, speaking . . ."

**Your Station is
WBIG
in Greensboro, N.C.**



Photos by Ewing Galloway

This textile mill in the Carolinas is typical of hundreds throughout the South. Access to raw materials, climate, and intelligent labor, combine to stimulate increasingly large investments in Southern textile plants.

only 5.9% and in three of the cities there was an actual gain.

This was a continuation of the trend established in 1937. Media Records show that during that year the gain over 1936 in retail advertising in the 52 cities was 3.1%. In the southern states the gain was 8.5%.

In total advertising linage (where retail usually amounts to about three-quarters of the total) the month of September this year showed a drop of 13.3% for 60 cities measured by Media Records, Inc. But 17 southern cities showed a drop of only 5.4% and seven out of those 17 cities showed a gain.

It has been assumed by some that because the South is consistent in voting the Democratic ticket great

benefits have been received from WPA, AAA and other government money-dispensing bureaus. This is definitely not true. The *United States News*, Washington weekly, refutes the charge that the South has received more relief money than any other section. On the contrary, according to the *News*, the South, on a per capita basis, received a smaller amount of recovery and relief money than any other section. Of 17 states which received more in Federal relief funds than their total payments in Federal taxes, only three are in the South.

A compilation, of AAA payments for the year ending June 30, 1937, and published as a SALES MANAGEMENT Marketing Pictograph in the issue of December 1, 1937, shows that



This is a record year for southern citrus fruits. They are an example of the diversification which has taken the South distinctly out of the "one-crop" class.

SALES MANAGEMENT

only two of 13 southern states received AAA payments per farm as large as the national average. That national average per farm, for the total of administrative expenses, soil conservation, rental and benefit payments, was \$283. Southern farmers were certainly not singled out for large payments. These are the averages for those southern states which were below the national average of \$283; Virginia \$75, North Carolina \$173, South Carolina \$208, Georgia \$186, Florida \$91, Alabama \$178, Kentucky \$147, Arkansas \$209, Louisiana \$257. Only Oklahoma and Texas, with \$405 and \$384, respectively were above the national average, and this was accounted for almost entirely by the drought damage in certain sections of these states 30 months ago.

The pamphlet called "The Nation's No. 1 Economic Opportunity" says in part:

A Southern City Looks Like a Northern City

"A southern city looks just about like a northern city. The streets are well paved, trackless trolleys and buses are supplanting street cars, there is a main street in the town and along it are all the well-known locally-owned stores and the usual crop of chain stores found in northern cities. Dress shops, hat shops, drug stores, grocery stores, variety stores, shoe stores—all of the usual, live, wide-awake chain stores that are looking for good markets in which to expand their operations. They wouldn't have come South if there was no business here and they wouldn't have remained and continued to open more stores if they couldn't attract sufficient volume at certain expense ratios to make a profit.

"Savings deposits in southern banks are about one-eleventh of the total for the country. That tends to show that we haven't got much money in the South. It also shows that we don't keep our money, we don't save it, we spend it—making the South a good market for national advertisers. The South is an especially good market for automobiles. A total of 4,020,128 motor cars was sold in the 11 southeastern states in 1937. Seventeen millions of automobiles have been sold in this region in the past five years. Our per capita sales on motor cars, tires and filling stations will rank right along with the rest of the country—and perhaps ahead of one or two regions.

"Here's another cheering note—in two years, 1932 and 1935, the Chevrolet Motor Co. sold more automobiles in the Southeast than in any other sales

territory in the country. More units, that is—not quotas or percentages."

Agriculture Now Diversified

As shown by one of the Marketing Pictographs in this issue, the southern states are no longer a victim of what has been called a cotton and tobacco obsession. Dixie is now diversifying—and rapidly. A recent issue of Babson's *Business Commodity Bulletin* mentioned the following definite developments and trends in the southern states.

"An outstanding agricultural devel-

opment is a most significant increase in livestock production. Prior to the great depression, aside from Texas, little thought was given in the South, generally, to raising beef cattle in commercial quantities. Owing to the severe drouth of 1934, distress western cattle in large numbers were shipped into the Old South. The result: The South found that it could profitably produce cattle for the commercial market. Many planters were happily surprised with the size of their profits from cattle and decided seriously to go into the business. Costs,

KEEPING AHEAD WITH BUSINESS

SAN ANTONIO EXPRESS and SAN ANTONIO EVENING NEWS are keeping ahead with business—both advertising and circulation.

These two newspapers give the advertiser resultful circulation coverage of the homes throughout one of the world's most richly productive regions—South and West Texas—and its busy marketplace, San Antonio.

The people in these homes make their money from the production of fruits, vegetables and meats which feed the country; and from oil, natural gas, sulphur, cotton, wool, mohair and hides. They spend their money—and they buy commodities advertised in the newspapers which they like and trust: The Express and The Evening News.

South and West Texas production grows greatly year after year. This region is a splendid trade field for the heady, alert advertiser.

San Antonio Express
SAN ANTONIO EVENING NEWS
Texas' Foremost Newspapers

DON'T DREAM

About "THE WORLD OF TOMORROW"

Make your plans TODAY

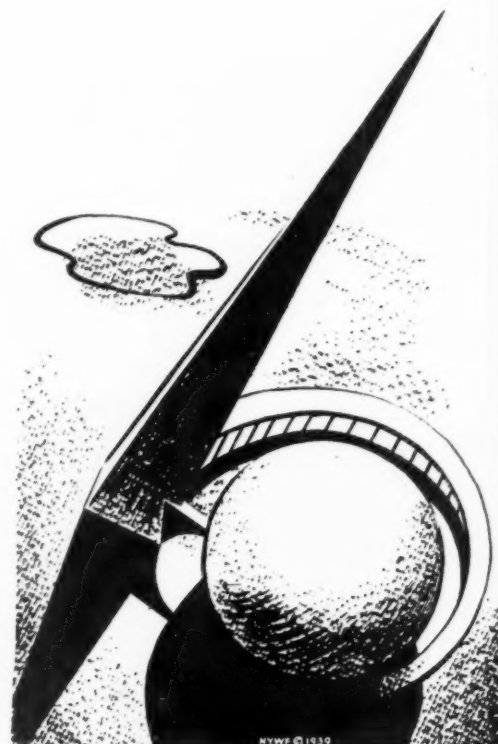
Like an army growing bigger by the minute, tremendous throngs will roll into New York in 1939 via train, plane, bus, steamship and automobile . . .

from Cleveland, Chicago and the West, from Philadelphia, Washington and the South, down from Albany, Boston and New England . . . on, on, on to Manhattan, where this human tidal wave will pour into subways, els, buses, street cars and railroad trains, enroute to the *New York World's Fair 1939*.

Perhaps never again will advertisers have such a momentous opportunity to present their message before so many millions of active consumers in so concentrated an area.

For six action-packed months (April 30th to October 31st) New York will be the U. S. capital of SALES. City-wide travel, it is estimated, will be up 20%; retail sales 25%. SEVEN out of every TEN Fair-goers will travel to the Fair, say the experts, via public transportation.

Along with the visitors, in each public transit unit, dominant, lighted car cards will travel out to the Fair, ride around the grounds, and accompany them on the way back. These striking colorful displays offer the ONE SURE WAY of reaching MOST of the Fair-visitors at a single low cost. NOW is the time to reserve space!



NEW YORK WORLD'S FAIR 1939

(Projection Based on Chicago Fair)

	Chicago 1933	New York 1939
Population (1933 census).....	3,490,000	7,100,000
Duration of Fair (in days).....	170	185
Cost of Fair.....	\$33,000,000	\$150,000,000
Total Out-of-Town Visitors (Est.).....	5,200,000	15,000,000 (Est.)
Average stay of visitors (days—actual).....	4½	4½ (Est.)
Average spent per visitor (\$10 daily).....	\$45	\$45 (Est.)
Total spent by visitors (Est.).....	\$230,000,000	\$675,000,000
Average Daily Paid Admissions (Actual).....	151,000	250,000 (Est.)
Total Paid Attendance.....	21,366,630	60,000,000 (Est.)
Normal Monthly Transit Rider-Readers.....	139,700,000	260,000,000
Monthly Passengers during New York Fair (based on 20% Increase).....		312,000,000

STREET RAILWAYS ADVERTISING CO.
745 Fifth Avenue, New York.

Gentlemen:

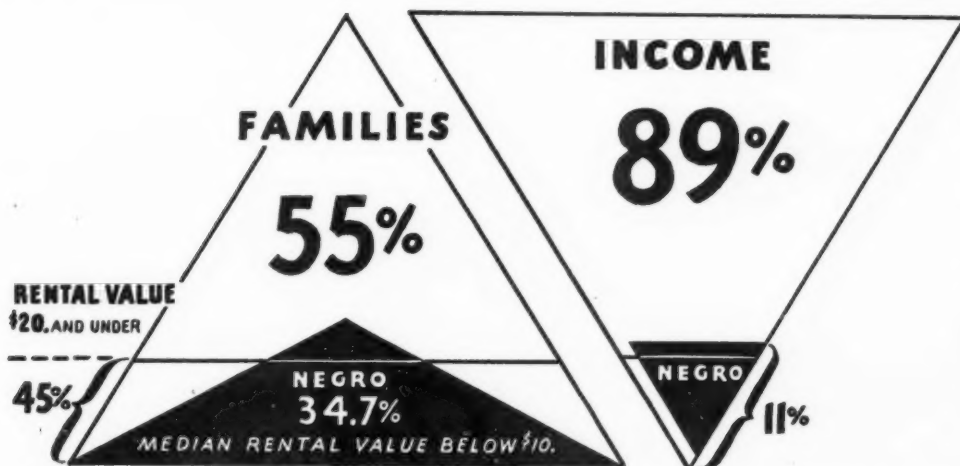
I am interested . . . please send booklet on how to "cash in" on "The World of Tomorrow" via subway, railroad, elevated, bus and car advertising.

INDIVIDUAL.....

FIRM.....

ADDRESS.....

Economic Problem No. 1 for Advertisers Selling the Southeast



Average income per family in the Southeast is low because such figures include the negro families, one-third of the total. 94% of the negro families have an admittedly low income. When the proper adjustment is made for this group and tenant class farmers, average income per white family (including about 6% negro families) will be found to compare favorably with average income per family in any other section of the country.

19 MARKET AREAS PRODUCE 75% RETAIL SALES

The only true way to analyze the Southeast as a market for your product is to forget average statistics per family—eliminate low income groups, such as a large percentage of the negro population, and the tenant farm class, and concentrate your sales in those markets where purchasing power per white family is greater than the National average per family.

These 19 markets, together with their trading areas constitute one of the richest sales opportunities in the Nation. In these market areas is concentrated 75% of the total retail sales for the Southeastern territory. Any National sales map will disclose that business is relatively better in these market areas than most other sections of the country.

These are the markets where the wealth and buying power of the Southeast are concentrated. These are the easy-to-reach markets, economically and dominantly covered by the daily newspaper list herewith. These leading daily newspapers cover 3½ out of every 5 able-to-buy families. In these 19 market areas no other form of media carries your message into the homes of so many families with money to spend at the low cost offered by these leading daily newspapers.

Further information and market data covering each individual market area gladly furnished upon request.



The Asheville Citizen-Times
The Charlotte Observer
The Winston-Salem Journal-Twin City Sentinel
The Raleigh News & Observer
The Wilmington Star-News
The Greenville News-Piedmont
The State, Columbia, S. C.
The Atlanta Constitution
The Savannah News-Press
The Columbus Ledger-Enquirer
The Birmingham News & Age-Herald

The Montgomery Advertiser
The Knoxville Journal
The Nashville Banner
The Nashville Tennessean
The Memphis Commercial Appeal
The Times-Picayune-New Orleans States
Florida Times-Union, Jacksonville, Fla.
The Miami Herald
The Tampa Tribune

USE DAILY NEWSPAPERS TO SELL THE SOUTHEAST

|||

EFFECTIVE COVERAGE OF BUYING-POWER

Sales Management is rendering advertisers and quality newspaper media in the South an invaluable service in separating white able-to-buy families from others.

With a combination of quality and quantity of selective home-delivered evening circulation, THE NEW ORLEANS ITEM reaches best the homes of the 40.68% (April 18, 1938, issue Sales Management) buying-power of all prosperous Louisianians represented in the great City of New Orleans.

The Item, The Tribune, The Sunday Item-Tribune

National Representative:
GEORGE McDEVITT CO.
444 MADISON AVENUE
NEW YORK, N. Y.

|||



Most whites earn more than most Negroes—but the latter shouldn't be discounted too much. They have important purchasing power. The two pictures here were taken in Atlanta. Those handsome homes are *Negro* homes on Boulevard; the ramshackle houses are those of *whites* on East Fair Street. Sixteen per cent of Atlanta's Negroes own their homes, 20% have telephones; they operate 400 retail establishments, have their own daily newspaper.



Photos courtesy Atlanta Constitution

on the average, being sharply less than in most of the older producing sections, and the South being relatively near the large consuming centers, interest in livestock is mounting rapidly. One well-informed observer looks for a gain of from 10% to 20% in the South's breeding herds over the next several years. Farmers in Georgia, Florida, Alabama, Arkansas, and other states are turning more and more to livestock as a supplementary, or even main source of income. *Livestock producers of the West will encounter increasingly stiff competition from the Old South in the years ahead. The packing industry, alert to these conditions, is already expanding operations in southern territory.*

"Turning the spotlight on dairy developments, we find that butter, cheese, and milk are also accounting for an increasing share of southern agricultural income. In each of the nine main cotton states, milk is one of the important sources of farm cash. This is particularly true in Alabama, Florida, North Carolina, Tennessee, and Texas, where output has been stepped up sharply in recent years. In many southern states butter churns are humming in crescendo, and factory produc-

tion of American cheddar cheese continues in rising volume.

"Dixie's agricultural awakening is not limited to the livestock and dairy branches. Long important as a primary source of truck crops, the South appears destined further to expand its production of beans, peas, tomatoes, and other vegetables and fruits. Southern families in increasing numbers are raising enough produce not only to sustain themselves, but to provide a surplus for Dixie's growing canning industry. There is every reason to anticipate a substantial improvement in the per capita standard of living in Dixie.

"One of the most interesting developments in the Deep South is the growing of tung trees. Already plantations in Florida, Georgia, Alabama, and Texas are in commercial production. Large numbers of new trees were set out during the past year, especially in Mississippi and Louisiana. It is estimated that the 1938 output of nuts will reach 20,000,000 pounds, yielding about 4,000,000 pounds of tung (chinawood) oil. U. S. consumption of tung oil has mounted rapidly, reaching in 1937 a record total of nearly 150,000,000 pounds, most

SALES MANAGEMENT

of which was imported from Manchuria. *It may be said on good authority that in tung trees the South has completed the groundwork for what promises to become another important American agricultural industry.*

"Southern pine! The genius of the late Dr. Charles Herty has invested those words with a sort of magic. Thanks to his untiring experiments, southern pine has been successfully adapted to the manufacture of newsprint and rayon. This achievement has opened a new era of industrial growth in the South. In a broad expanse bordering the Atlantic and Gulf coasts from North Carolina to East Texas, pine trees grow rapidly and in great abundance. In this vast natural pine belt numerous paper and pulp mills have been constructed or planned during the past three years. Private purchase of forest lands has boomed. Moreover, many cotton and tobacco planters have turned to slash pine, which they formerly regarded as of little value. In fact, beating of 'cotton-field plow-shares into crosscut saws' will proceed at an accelerated pace. *In the southern pulp and rayon mills already established and to be established, growers will find a ready and profitable outlet for their slash pine. We predict a sensational growth in 'pine farming' in Dixie.*

"Capitalize the outstanding opportunities offered by Dixie's agricultural revolution!"

South's Agriculture Best in '38

Department of Agriculture figures on receipts from the sale of crops, livestock and livestock products for the January-September period prove that southern states made the best showing in 1938 as against 1936.

	Percent 1938 Is of 1936
13 Southern States	114
U. S. A.	97
Alabama	106
Arkansas	129
Florida	106
Georgia	91
Kentucky	139
Louisiana	117
Mississippi	115
North Carolina	122
Oklahoma	115
South Carolina	118
Tennessee	121
Texas	113
Virginia	100

Farms Being Electrified

One of the outstanding developments in our current economic life is the rapid increase in the number of farms served by electric central stations. In three years' time the per-

centage has nearly doubled, and the increase is 150% over 1929. Electrified farms even now make up only a small fraction of the whole, but the rate of growth is almost perpendicular.

Through the efforts of private utilities, cooperative groups, and the Rural Electrification Administration, rural electricity is fast becoming a reality, but the saturation point is far away. REA figures show that the section of most rapid growth is the South. Numbers still are small—but a few years ago they were negligible. The same authority says "the refrigerator finds its best market among the southern projects as a group. Among the first 12 projects ranked according to refrigerator saturation, only two were northern projects. . . . The electric

range has found striking success in the TVA area, where two projects have saturations exceeding 24%."

	Number of Farms 1/1/38 Electrified	Percent Electrified
Alabama	20,938	7.5
Arkansas	7,559	3.0
Florida	7,589	9.6
Georgia	16,521	6.4
Kentucky	13,603	4.7
Louisiana	8,008	4.7
Mississippi	7,012	2.2
North Carolina	32,192	10.2
Oklahoma	12,772	6.2
South Carolina	14,171	8.5
Tennessee	25,079	8.8
Texas	31,205	6.4
Virginia	22,986	11.7
Southern States	219,635	6.6
United States	1,241,505	18.2

Source: "Rural Electrification Administration on the March," 1938.



This shaded map shows how the 23 primary coverage areas of TSN's 23 stations give advertisers effective coverage of one of the greatest markets in the country . . . Texas, with a population in excess of six million. Texas is equal in land area to the combined states of Massachusetts, Rhode Island, Connecticut, New

York, New Jersey, Pennsylvania, Ohio and Illinois. To cover this Atlantic-to-the-Mississippi area, CBS uses 28 stations. NBC Blue uses 27. To cover the immense Texas market you need the effective coverage of 23 primary areas which TSN alone can provide.

TEXAS STATE NETWORK, Inc.

ELLIOTT ROOSEVELT, President

NEAL BARRETT, Executive Vice-President

FORT WORTH, TEXAS

REPRESENTED BY INTERNATIONAL RADIO SALES, INC., NEW YORK, CHICAGO, DETROIT AND LOS ANGELES

KFJZ and KTAT . Fort Worth	KRBC Abilene	WACO Waco
WRR Dallas	KPLT Paris	KTEM Temple
KXYZ Houston	KRRV Sherman-Denison	KNOW Austin
KABC San Antonio	KCMC Texarkana	KRIC Beaumont
KGNC Amarillo	KFRO Longview	KLUF Galveston
KFYO Lubbock	KGKB Tyler	KRIS Corpus Christi
KBST Big Spring	KAND Corsicana	KRGV Weslaco
KGKL San Angelo		(Rio Grande Valley)

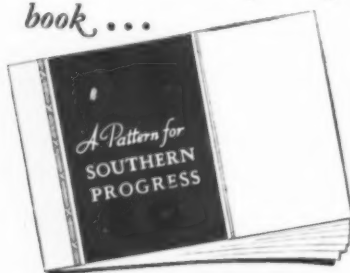


Photo by
Ewing Galloway

The controversy between private and public power projects has obscured the real point—which is that the South is the most rapidly growing section of the country electrically. Northern manufacturers of electric appliances can confirm this by their sales records.



*If you are interested
in the South's Future—
Read this inspiring
book...*



**"A PATTERN FOR
SOUTHERN PROGRESS"**

Now in its second printing, illustrated
with fourteen charts, endorsed by scores
of Southern leaders.

Send for Your Free Copy

A PIONEER IN SOUTHERN PROGRESS

Points the Way

WHAT future can Southern business enterprise look toward? Here's one answer—the answer of experience.

The Jefferson Standard is the South's largest Ordinary Life Insurance Company. It was built by Southerners. Ninety percent of its assets are invested in the South. In thirty years Jefferson Standard has risen from last in the Nation to a prominent, respected position among major life insurance companies—with assets in excess of \$80,000,000.

Not in answer to the report of the National Emergency Council on the South, but as a word of encouragement to everyone interested in the South, Jefferson Standard has put its experience and its beliefs in printed form.

JEFFERSON STANDARD LIFE INSURANCE COMPANY

JULIAN PRICE, President • GREENSBORO, NORTH CAROLINA

New England's Attitude on the South

Some 30 days following the publication of the "Report on Economic Conditions of the South," hearings were held in certain northern cities on the subject of a proposed lowering of southern freight rates. (The report said "the present inter-territorial freight rates which apply on movements into other areas of many southern manufactured and semi-manufactured goods, and some agricultural products and raw materials, handicap development of industry in the South. This disadvantage works a hardship, particularly with regard to shipments into the important northeastern territory containing 51% of the nation's population. . . . This difference in freight rates creates a man-made wall to replace the natural barrier long since overcome by modern railroad engineering. Both actual and potential southern manufacturers are hampered because attractive markets are restricted by existence of a barrier that is now completely artificial.")

New England's answer to the committee report as given in the September issue of the *New England News Letter*, published by the New England Council, is that "The Southeast needs no artificial competitive favors." The article calls attention to the lower incomes of southern farm labor and textile workers (without mentioning the compensating advantages of lower costs for rent, food and clothing) and then says:

"The woolen mills now in the Southeast have great economies over New England competitors. This was proved in the letting of recent government contracts for uniform cloth: New England mills got 125,000 yards, but southern mills got 1,325,000 yards. *It is the New England wool manufacturer who needs help.*

"The Southeast, where rayon yarn is manufactured, has gained enormously by the rapid rise in favor enjoyed by

SALES MANAGEMENT



Ewing Galloway

rayon. Since southern rayon producers are amply protected by patents they need no coddling. The drift of major consumption industries such as textiles to the Southeast has been an economic hurt to New England.

"In the southern paper mills, the wage rates are in line with other southern wages, which means they are from 20% to 40% below those in New England paper mills. Under these advantages the southern paper industry has flourished, and apparently is on the edge of much greater prosperity."

The *New England News Letter* then adds that "on account of New England's financial strength" interest rates are two or three per cent lower than in the South, and closes with the statement "this financial advantage is the principal—almost the sole—competitive factor favorable to New England in this inter-regional competition."

The South Needs More Capital

The September letter of the National City Bank of New York analyzed the Economic Report and reached the conclusion that the South needs a still further diversification of industry, that a shift of workers from farms to factories would improve conditions on the farms and enable the remaining farmers to buy more factory goods. Quoting from the report:

"Factories require machinery and bank balances, for which the general term is 'capital,' meaning a saved-up product of Labor which may be used to aid Labor in production for common use.

"It is true that the South has the wealth of natural resources, and that it has had serious handicaps; but it also has splendid industries, which, in much the greater part, have been built up and are owned by its own people. It needs nothing so much as more of them. It should be obvious that the standard of living of any people is de-

The South produced in 1936 (last year for which records are available) more than 10,000,000,000 board feet of lumber, or 42% of the country's production. A large part of it was consumed in the South, where construction activity is greater than in other sections. In 1937 the construction industry of the nation had dollar totals only 46% as great as in 1929, but in 13 southern states the average was 74%.

pendent upon its facilities for production.

"In view of the known problems faced by the South in the years following the Civil War, it need not be thought strange that the old South did not keep full pace in economic development with the North and the West. It is hardly fair to array and emphasize its deficiencies, without telling more of what the new South has accomplished. As an example, not only of what has been done, but of the means by which it was done, we quote the following from section 14 of this Report:



**Effective Buying Incomes
of**

White Family Readers

In Bexar County — San Antonio, Texas

The Daily Light

Market \$113,794,800

The Sunday Light

Market \$149,558,880

The Light's market is computed on Sales Management figures contained in this issue compared to current A B C publishers' statement for the three months ending September 30th, 1938.

**Cover This Rich Market With
The San Antonio Light at
ONE LOW COST—
NO DUPLICATION**

Represented Nationally by PAUL BLOCK and Associates

"With respect to the manufacture of cotton textiles, the South has come from a subordinate position in 1860 to a dominating position today. It is natural that the South's most outstanding accomplishment in industry should be the processing of its greatest agricultural crop. The cotton manufacturing industry started in the latter part of the nineteenth century with small subscriptions of stock, provided for the most part by southerners; but when these mills began to compete successfully with the New England mills, northern capital was introduced, and later a great many northern mills were shifted to the South."

"James W. Cannon, of North Carolina, was a farm boy who saved a little money and started a country store, and

Livestock raising has always been an important industry in the plains of the southwest, but today the "deep South" also is becoming important in both the fattening of steers for the market and in dairying.



Ewing Galloway



NOW 50,000 WATTS

PLUS established preference through leadership in covering local events.

PLUS dominance in the prospering Deep South.

PLUS the economy of using 1 station with five times the power of any station within 400 miles.

Tell—Sell—overWWL—the 50 Thousand Watt Station in New Orleans

CBS AFFILIATE



REPRESENTED BY THE KATZ AGENCY, Inc.

VINCENT F. CALLAHAN, GEN. MGR.

later a small cotton mill. The profits of the mill were put back into the business, and the great Cannon Mills Co. of Kannapolis, N. C., with 17,000 employes, is the outstanding result. Ellison E. Smyth, of South Carolina, one of the leading figures in the development of the industry, made an equally small beginning, except that he had a larger and older city to help, viz: Charleston. Fuller E. Callaway, of Georgia, was a country storekeeper who passed around a subscription paper to raise capital for a small cotton mill and later built up a large group of successful enterprises. Hundreds of southern industries have a like background."

The 1938 edition of the *Blue Book of Southern Progress* gives almost breath-taking factual information about the growth of the textile industry in the South:

"Eighty-seven per cent of the cotton used in all American mills is consumed in the South by textile establishments. Since 1922 this territory has shown an increase of 2,500,000 spindles, which now have reached the total of 18,913,456. The rest of the country's reported installed spindles total 8,069,000. . . . The decline of installed cotton spindles which has been taking place in the United States since 1925, has been confined almost entirely to the New England states, where the loss to date aggregates 10,946,000. Southern mills consumed 6,647,000 bales of American cotton in 1937 and 89,306 bales of foreign cotton."

The same authority comments upon another branch of the textile industry as follows:

"The greatest textile advance in the South in recent years has been in knitting mills and rayon manufacturing. As of the 1935 census, the South had 359 knitting establishments which produced \$147,647,000 of goods and spent \$73,552,000 for materials and power. With 70% of the rayon ca-

SALES MANAGEMENT

capacity of the country, the South in 1935 produced \$104,000,000 of rayon yarn, 56% of the domestic output. Since 1935 several new mills have been erected and gone into operation."

\$10,500,000,000 Annual Value of Manufacturing

The *Blue Book* gives the following summation of the general progress of manufacturing in the South:

"In manufacturing, the value of output last year in the South reached the enormous total of approximately \$10,500,000,000. More than \$223,000,000 was invested in new industrial plants. The value of manufactured products in the year 1935, which is the latest year for which comparable figures are available, was \$8,632,000,000. The increase was nearly \$2,000,000,000 or almost 25%.

"These reports, on which the 1935 census was based, came from 34,143 manufacturing establishments which paid out \$1,250,000,000 in wages to 1,500,000 employees, and also paid out \$5,411,000,000 for the materials, fuel and purchased power used in their manufacturing processes."

EDITOR'S NOTE: Reprints of the entire section of this issue which deals with the South as a market, will be available shortly after publication. They will include the Pictographs in color. Price: 15 cents each. They may be obtained from Readers Service Bureau, Sales Management, Inc., 420 Lexington Ave., New York, N. Y.



One of the most rapidly growing southern industries is paper-making. Both kraft and newsprint are now being made from fast-growing southern pine and other mills such as this one in Dallas turn out industrial paper milled from reclaimed waste paper.

JANUARY 1, 1939

HOW BIG IS ST. PETERSBURG?



1938 PERMANENT RESIDENT POPULATION OF ST. PETERSBURG, FLORIDA, IS 55,786

• • •

IN ADDITION, THE NUMBER OF WINTER RESIDENTS AND TOURISTS EXCEEDS 200,000 EACH YEAR

• • •

A.B.C. CITY CARRIER ZONE POPULATION

Varies from 61,500 in September to 120,000 in February, so that the total population of St. Petersburg exceeds 100,000 during January, February, March and April—4 months of the year.

• • •

Winter Residents and Tourists SPEND in excess of \$40,000,000.00 in St. Petersburg each year.

• • •

Details of St. Petersburg's population are available in a Market Data sheet just issued. If you have not received a copy, write

ST. PETERSBURG NEWSPAPERS' SERVICE

Box 21, St. Petersburg, Florida

Representing

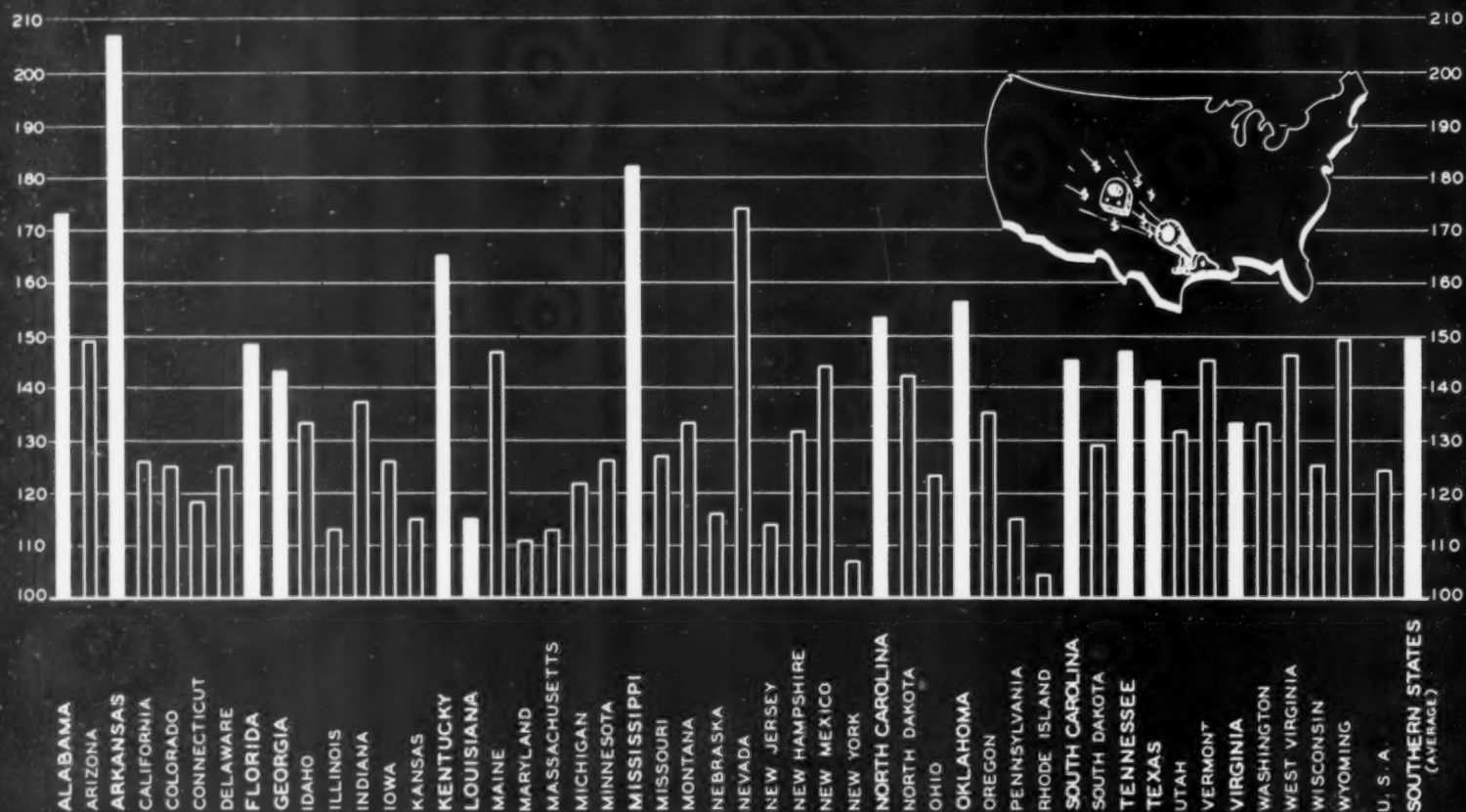
ST. PETERSBURG TIMES THE EVENING INDEPENDENT

Represented Nationally by Theis-Simpson Company and Thos. F. Clark Co.
Represented in Jacksonville by V. J. Obenauer, Jr.

No outside newspaper has as much as 300 average daily circulation in St. Petersburg

RADIO SET SALES BOOM IN SOUTH

RATIO OF RADIO HOMES, 1938 COMPARED WITH 1935

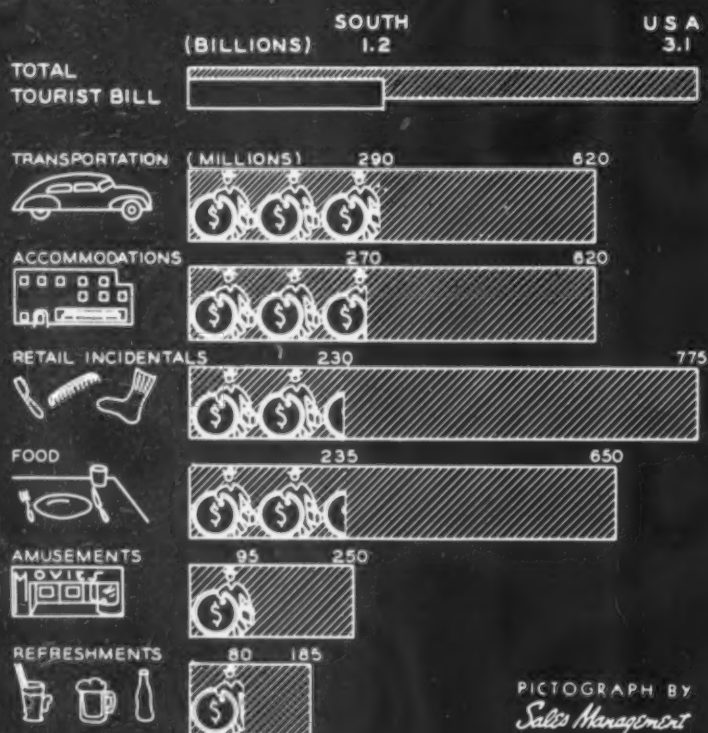


PICTOGRAPH BY
Sales Management

SOURCE: COLUMBIA BROADCASTING SYSTEM, 1935, JOINT COMMITTEE ON RADIO RESEARCH, 1938.

TOURISTS ARE A BIG SOUTHERN INDUSTRY

EXACT FIGURES ARE UNOBTAINABLE, BUT SURVEYS BY AAA AND OTHERS INDICATE A DOMESTIC VACATION BILL OF AT LEAST 3.1 BILLION DOLLARS, DIVIDED AS FOLLOWS:



PICTOGRAPH BY
Sales Management

BUSINESS ACTIVITY IN SOUTH TOPS NATION

BANK DEBITS MEASURE 90% OF ALL BUSINESS TRANSACTIONS. FIGURES FOR FEDERAL RESERVE DISTRICTS SHOW SOUTH LEADING IN 1937 AND ALSO FOR THIRD QUARTER 1938



PICTOGRAPH BY
Sales Management

SOURCE: FEDERAL RESERVE BANKING SYSTEM



WHAT CAN THE SOUTHERN COMIC GROUP OFFER AS AN ADVERTISING MEDIUM FOR OUR PRODUCTS?

WELL, THIS VERY ISSUE OF "SALES MANAGEMENT" MAGAZINE DESCRIBES HOW THE SOUTHERN ECONOMIC GAINS FAR OUTRUN THE REST OF THE COUNTRY AND THEN GOES ON TO SHOW HOW RICH AND FERTILE A MARKET THE SOUTH IS



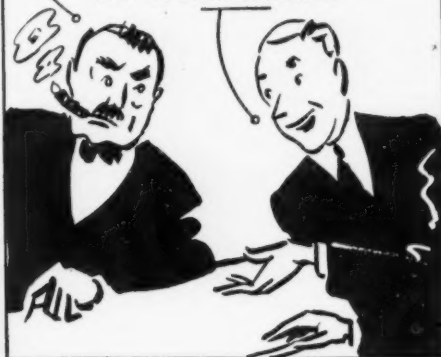
YES, BUT THE SOUTH IS COMPOSED OF 13 STATES IN ALL, AND YOUR PUBLICATION IS NOT A CURE-ALL FOR THE ENTIRE SOUTHERN MARKET

YOU ARE QUITE RIGHT - BUT "SALES MANAGEMENT" SAYS THAT 60% OF THE EFFECTIVE BUYING INCOME OF THE SOUTH IS CONCENTRATED IN ONLY 6 OF THE 13 SOUTHERN STATES



SO WHAT?

WELL, 94% OF THE SOUTHERN COMIC GROUP'S 900,000 CIRCULATION IS CONCENTRATED IN THESE 6 RICH SOUTHERN STATES



HOW ABOUT YOUR COVERAGE OF THESE 6 STATES?

SOUTHERN COMIC GROUP COVERS 11% OF THE TOTAL FAMILIES AND 29% OF THE WHITE FAMILIES OF THESE 6 RICH SOUTHERN STATES, WHICH IS MORE EFFECTIVE COVERAGE THAN ANY OTHER MEDIUM CAN GIVE



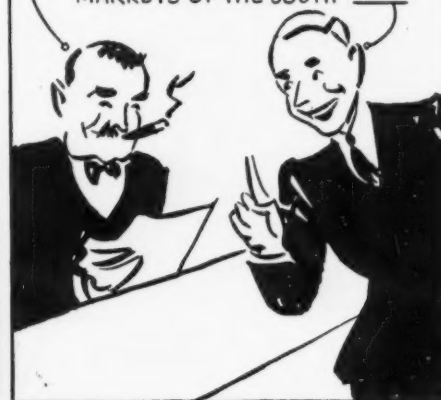
THAT'S PRETTY GOOD COVERAGE BUT HOW MUCH DOES IT COST?

ONLY \$2.65 PER HALF-PAGE PER 1,000 AND ONLY \$1.97 PER THIRD-PAGE PER 1,000 * - FOR GOOD 4-COLOR REPRODUCTION IN ONE OF THE BEST READ SECTIONS OF THE NEWSPAPER



VERY INTERESTING - WILL YOU LEAVE THIS DATA WITH ME SO I CAN GO OVER IT CAREFULLY WITH OUR GENERAL MANAGER?

JUST ONE OTHER THING. THE SOUTHERN COMIC GROUP IS COMPOSED OF THE LEADING NEWSPAPERS IN THE 8 KEY MARKETS OF THE SOUTH



* 13 TIME RATE

- | | |
|----------------------------|------------------------------|
| ● Atlanta Constitution | ● Houston Chronicle |
| ● Charlotte Observer | ● Knoxville News-Sentinel |
| ● Dallas News | ● Memphis Commercial Appeal |
| ● Fort Worth Star-Telegram | ● New Orleans Times-Picayune |

897,833 CIRCULATION

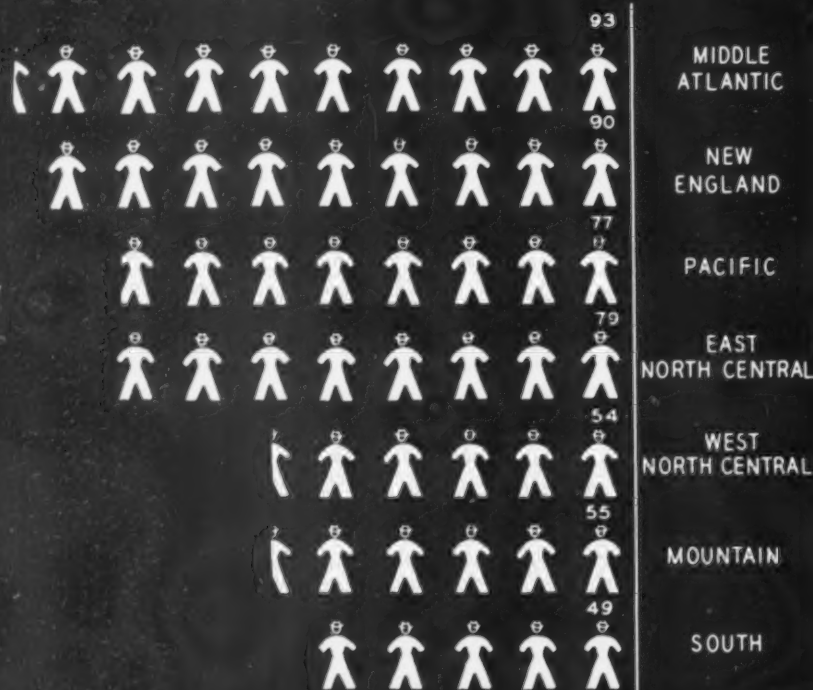
SOUTHERN COMIC GROUP

Chrysler Building • New York City • MUrray Hill 6-4730

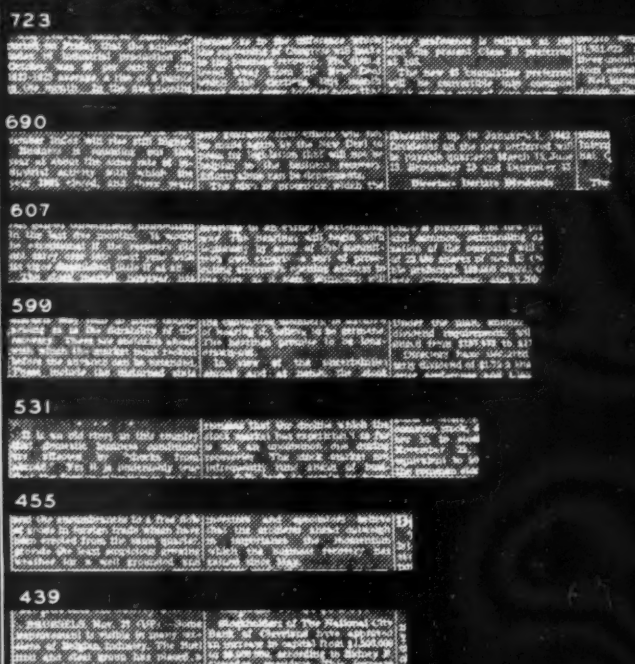
NEWSPAPER READING, BY SECTIONS

THERE IS A CLOSE RELATIONSHIP BETWEEN DENSITY OF NEWSPAPER COVERAGE AND THE PERCENTAGE OF URBAN POPULATION. URBANITES IN THE SOUTH APPARENTLY BUY AS MANY NEWSPAPERS AS THOSE IN THE NORTH, BUT CIRCULATIONS WHEN PROJECTED AGAINST THE TOTAL POPULATION ARE LOWER THERE BECAUSE OF THE HIGHER PROPORTION OF FARM FAMILIES

PERCENTAGE OF TOTAL POPULATION WHICH IS NON-FARM



DAILY PAPERS PER 1,000 LITERATE ADULTS



NEWSPAPER FIGURES ARE POINT OF ORIGIN

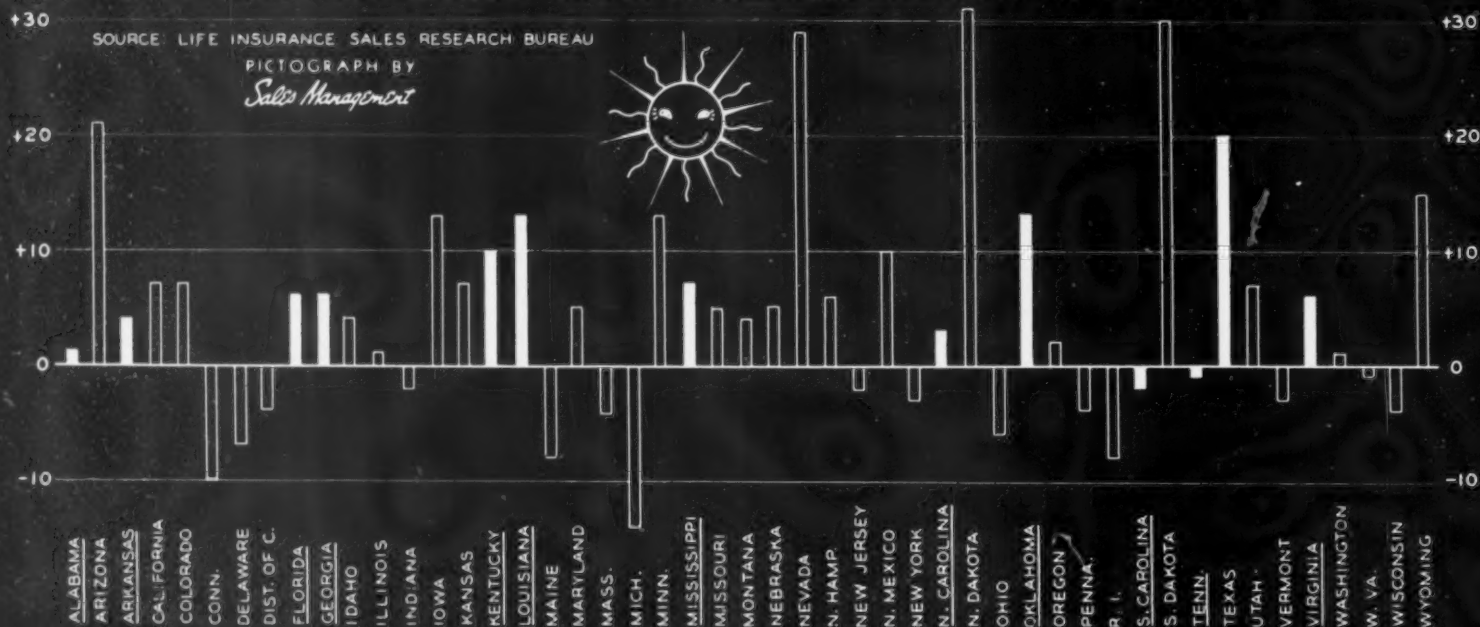
PICTOGRAPH BY
Sales Management

SOURCES: 15TH CENSUS AND A B C
NEWSPAPER STATEMENTS OF MARCH 31, 1938

SOUTH IS BRIGHT SPOT FOR LIFE INSURANCE

VOLUME FIGURES FOR NEW ORDINARY LIFE INSURANCE WRITTEN DURING FIRST 9 MONTHS OF 1938 AS COMPARED WITH SAME 1937 PERIOD SHOW AVERAGE FOR SOUTHERN STATES WELL ABOVE THE NATION

(RATIO FOR INDIVIDUAL STATES AS COMPARED WITH RATIO FOR NATION)





Some Comments on the Pictographs in This Issue

Several issues back we told of the suggestion made by one of our subscribers at *Life*—that we devote most of the editorial space to Marketing Pictographs.

He didn't sell us completely on that idea, but he—and we hope others—will be pleased to see that in this issue we have doubled the normal ration. But this time instead of a soup-to-nuts menu we offer an entree so tempting and filling that no reader will have room for another course.

That the South is the nation's most rapidly growing section no one will deny, but few of us, unless we have dug into the figures, realize *how* rapidly it is catching up in factors where it has been deficient, how rapidly it is running away from other sections in factors where it has for some time been dominant.

Still "Catching Up"

A primary reason why the South is misunderstood and why certain conventional comparisons indicate "problems and needs" is that it is later than the rest of the country in developing from an agricultural economy to a richly diversified mixture of agriculture, petroleum, and manufacturing. Those marketing men who deplore the falling off in the growth curve of population and capital investments in the nation should be the first to appreciate the opportunities given them by the fact that the South is still in the "catching-up" stage.

That basic difference in the economy of the various sections is well exemplified in the Pictograph "Newspaper Reading by Sections." Seemingly the differences in average income have little bearing on the number of newspapers a section will absorb. Percentage of urban population seems to be the dominant factor. The higher the degree of urbanization the greater the number of newspapers circulated, and *vice versa*. The South is lowest in newspaper reading, but when consideration is given to the percentage of urban population, it is actually the highest. In other words, more city dwellers in the South are newspaper readers than seems to be true of the Middle Atlantic or New England states. The rural sections are reached effectively by the region's agricultural press and its radio stations. The buying South can be reached easily by advertising.

JANUARY 1, 1939

From The New York Times
of Nov. 27, 1938



and that includes
TROY

There's no doubt, as The New York Times points out, that in 1939 advertisers will find highly attractive and productive the territory where the nation's rearmament program is producing greater industrial activity.

And that includes Troy, for within the 3 1/2-mile A. B. C. City Zone radius are situated a United States Arsenal, abrasive, precision instrument and other plants which are important links in forging Uncle Sam's new armor.

Bringing the 119,324 City Zone consumers and thousands more in the trade zone in the full range of your advertising can be done through one medium at only 12c per line. The Record Newspapers, the city's sole dailies, reach "everybody."

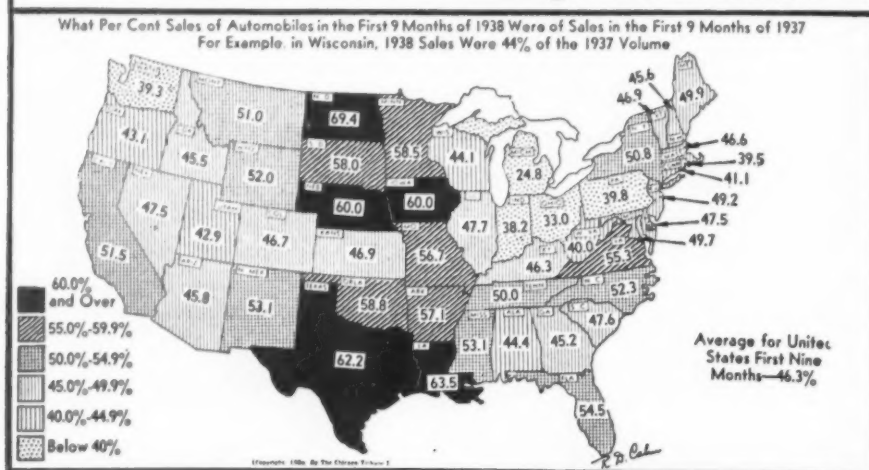


**THE RECORD
NEWSPAPERS**

MORNING and EVENING

J. A.
VIGER
ADVERTISING
MANAGER

Sales of New Automobiles in the United States in the First 9 Months of 1938 Were 46% as Large as in 1937



The period January through September, 1938, wasn't a particularly happy one for the automobile makers. Their nation-wide sales were only 46% as large as in the same 1937 period, but the percentage figure would have been much lower had it not been for the higher-than-average sales in southern states. Out of 13 states usually called "the South" only two were below the national average.

South's White Income Compares Favorably with Other Areas

IT is obvious to all that the average white man earns more money and has greater purchasing power than the average Negro. The white man has better education and better training; he is on the winning side of a caste system; he usually works harder because his ambitions, his wants, are greater.

But how *much* more does he earn? Can we take the income of a county apart and determine how much is earned by the whites, how much by the blacks?

Many attempts have been made, by SALES MANAGEMENT and others, but there just wasn't enough factual data to provide anything more tangible than a wild guess.

There wasn't anything tangible until the National Resources Committee, working through the Bureau of Labor Statistics and the Bureau of Home Economics of the Department of Agriculture, surveyed several hundred thousand families and learned what they earned and how they spent it. On farms and in villages, small cities, medium-sized cities and big cities white families were separated from Negro families, and median incomes shown for both.

Comparative Expenditures, White and Negro Families

Studies by the U. S. Bureau of Home Economics of average expenditures of white and Negro families in four cities in Georgia, North Carolina and South Carolina show, in the first place, that the median income of white families was in the \$1,250-\$1,499 range, for Negro families \$500-\$749. The contrasting expenditure items of median families is as follows:

	White Median Group	Negro Median Group
Food	\$436	\$213
Clothing	141	68
Housing	167	78
Household operation.....	190	73
Furnishings	77	19
Automobile	112	15
Other travel.....	4	2
Personal care.....	33	16
Medical care.....	71	33
Recreation	44	10
Tobacco	34	15
Reading	13	4
Education	6	4
Gifts, welfare, taxes.....	44	18
Other items.....	4	2
Total expenditures (not including savings or deficits)	\$1,376	\$570

SALES MANAGEMENT analyzed the income and expenditure figures of the National Resources Committee, and found that on the average if a white family earned \$1,000 a Negro family earned \$435.20. In other words, the ratio was about 10 to 4. There are variations, of course. In Southern cities the ratio is likely to be even more favorable to the whites. There the work of the Negro is likely to be restricted to certain occupations—manual labor, domestic service and the like. On farms, where Negroes and whites do identical work, the ratio tends to be more favorable to the blacks than 10 to 4.

But the 10 to 4 ratio is more exact, as a national average, than any figure developed heretofore, and SALES MANAGEMENT, after checking its approximate accuracy with more than a hundred southern business men, is adopting it for its income studies. Later on ways may be found to refine it still further.

The application of the 10 to 4 ratio to SM's estimates of Effective Buying Income is by this formula for each county or state:

Total E. B. Income in Dollars

$$\frac{\text{Number of colored families} \times .4352}{\text{Number of white families}} = \text{Per Family Income of Whites}$$

In the columns on page 75 we show for southern states and for all counties containing cities with a population of 25,000 or more, the per family Effective Buying Income for 1937 as given in the April 10, 1938 Survey of Buying Power, and alongside it the newly developed per family income of whites.

While it is evident that the average Negro family has less to spend than the average white family, there are two fairly obvious facts which deserve repetition in any study which seemingly rates down the Negro spending power. They are (1) that a fringe of the Negro population, perhaps as much as 10%, have incomes which compare favorably with white averages, and (2) Negroes as a race have a happy-go-lucky disposition which tends to make them spend every cent they earn. In an average city the retail credit jewelers and credit clothing houses, many of the liquor shops, even many used car dealers would be bankrupt were it not for their Negro patronage.

The Scripps-Howard study of buying habits and brand preferences of consumers was broken down in Memphis to show variations between the kind and the amount of buying done by white and Negro families. It shows for example, that for certain types of street dresses, especially the rather gaudy ones, Negroes are better customers than whites.

SALES MANAGEMENT

Effective Buying Incomes of the South

(All Families and White Families)

Effective Buying Income figures are SALES MANAGEMENT estimates, taken from April 10, 1938 Survey of Buying Power. Family population figures are from the 15th Census, 1930. City-county population and income figures are for the county, and include only those counties containing cities of 25,000 or more. All per-family figures are arithmetical averages—not median averages.

State and County	City	Total Families in thousands	White Families in thousands	Total Effective Buying Income 1937 (000 omitted)	Income per Family	Income per White Family	Total E. B. Income, Whites, (000 omitted)
ALABAMA							
Jefferson	Birmingham	591.6	369.0	\$661,859	\$1,119	\$1,421	\$524,349
Etowah	Gadsden	104.9	60.6	198,105	1,889	2,480	150,288
Mobile	Mobile	13.7	11.4	19,869	1,453	1,607	18,820
Montgomery	Montgomery	28.2	17.4	68,331	2,421	3,089	53,749
		24.2	10.8	55,976	2,313	3,360	36,288
ARKANSAS							
Sebastian	Fort Smith	438.6	315.4	508,004	1,158	1,377	404,306
Pulaski	Little Rock	13.4	12.4	32,269	2,398	2,607	32,327
Miller, Bowie, Texas	Texarkana	33.7	23.0	64,732	1,923	2,341	53,843
		19.0	12.4	24,185	1,313M	1,584	19,642
					1,253B		
FLORIDA							
Duval	Jacksonville	376.5	265.8	764,720	2,031	2,435	647,223
Dade	Miami	39.0	25.5	115,094	2,951	3,670	93,585
Orange	Orlando	40.1	32.5	125,796	3,135	3,510	114,075
Escambia	Pensacola	13.9	10.7	38,707	2,794	3,205	34,294
Pinellas	St. Petersburg	12.9	9.1	30,881	2,393	2,874	26,153
Hillsborough	Tampa	18.6	15.7	54,556	2,931	3,216	50,491
		38.5	31.0	77,007	1,998	2,245	65,595
GEORGIA							
DeKalb-Fulton	Atlanta	852.8	402.7	985,055	1,509	1,926	775,600
		97.7	68.6	250,250	2,688D	3,080	211,288
					2,535F		
Richmond	Augusta	18.1	9.8	35,428	1,957	2,637	25,843
Muscogee	Columbus	13.7	8.6	30,390	2,223	2,808	24,149
Bibb	Macon	19.2	10.3	40,832	2,126	2,879	29,654
Chatham	Savannah	27.4	13.0	56,933	2,076	2,955	38,415
KENTUCKY							
Boyd	Ashland	609.4	548.7	872,029	1,431	1,518	832,927
Kenton	Covington	9.9	9.6	20,015	2,027	2,060	19,776
Fayette	Lexington	24.3	23.1	61,817	2,543	2,614	60,383
Jefferson	Louisville	17.2	12.5	44,487	2,592	3,059	38,237
Campbell	Newport	90.4	75.8	288,497	3,191	3,512	266,210
McCracken	Paducah	19.4	19.1	47,403	2,444	2,445	46,700
		11.7	9.5	24,597	2,094	2,353	22,354
LOUISIANA							
East Baton Rouge	Baton Rouge	485.4	293.1	705,261	1,453	1,872	548,683
Ouachita	Monroe	16.3	8.7	33,032	2,028	2,752	23,942
Orleans	New Orleans	13.3	8.1	22,909	1,716	2,205	17,860
Caddo	Shreveport	111.9	77.2	286,929	2,563	3,109	240,015
		31.5	16.3	77,200	2,453	3,369	54,915
MISSISSIPPI							
Hinds	Jackson	471.7	220.6	362,270	768	1,098	242,219
Lauderdale	Meridian	19.5	8.4	36,470	1,874	2,755	23,142
		12.5	7.1	14,431	1,149	1,523	10,813
NORTH CAROLINA							
Buncombe	Asheville	644.0	460.8	995,100	1,545	1,841	848,333
Mecklenburg	Charlotte	21.6	17.9	47,470	2,201	2,433	43,550
Durham	Durham	28.3	19.4	84,079	2,974	3,612	70,073
Guilford	Greensboro, High Point	14.5	9.5	36,563	2,516	3,131	29,745
Wake	Raleigh	27.3	21.5	73,994	2,712	3,081	66,242
New Hanover	Wilmington	19.3	12.7	45,080	2,325	2,885	36,640
Forsyth	Winston-Salem	10.1	5.9	27,296	2,710	3,534	20,850
		24.5	15.5	58,035	2,368	2,988	46,314
OKLAHOMA							
Garfield	Enid	564.2	506.0	990,505	1,756	1,865	943,690
Muscogee	Muskogee	11.8	11.5	27,403	2,327	2,362	27,163
Oklaoma	Oklaoma City	15.6	11.0	32,038	2,048	2,459	27,049
Tulsa	Tulsa	55.7	51.3	161,663	2,901	3,039	155,900
		47.8	42.6	143,905	3,011	3,207	136,618
SOUTH CAROLINA							
Charleston	Charleston	365.7	197.1	474,220	1,297	1,437	283,233
Richland	Columbia	25.8	10.4	50,042	1,944	2,932	30,483
Greenville	Greenville	18.4	10.2	43,484	2,366	3,155	32,161
Spartanburg	Spartanburg	25.5	19.2	57,584	2,255	2,626	50,419
		24.4	18.0	40,589	1,683	1,954	35,172
TENNESSEE							
Hamilton	Chattanooga	600.1	480.1	961,064	1,600	1,805	866,580
Washington	Johnson City	37.9	28.5	103,675	2,734	3,181	90,659
Knox	Knoxville	9.7	9.1	12,719	1,314	1,361	12,385
Shelby	Memphis	34.8	30.2	89,703	2,575	2,783	84,047
Davidson	Nashville	80.4	44.0	236,972	2,948	3,961	174,284
		53.3	39.6	169,399	3,181	3,719	147,272
TEXAS							
Potter-Randall	Amarillo	1,380.1	1,034.2	2,996,100	2,171	2,529	2,615,492
		13.3	12.7	48,037	3,911P	3,706	47,086
					1,499R		
Travis	Austin	17.9	12.4	54,716	3,050	3,694	45,806
Jefferson	Beaumont	32.7	23.5	91,356	2,794	3,322	78,067
Nueces*	Corpus Christi	11.9	6.4	40,141	3,375	3,954	25,036
Dallas	Dallas	82.5	68.4	297,042	3,589	3,986	272,642
El Paso*	El Paso	30.4	13.3	101,276	3,336	4,012	53,360
Tarrant	Fort Worth	51.2	43.5	175,338	3,422	3,740	162,690
Galveston	Galveston	16.4	11.6	51,859	3,156	3,781	43,880
Harris	Houston	91.4	68.3	319,269	3,493	4,075	278,323
Webb	Laredo	9.2	2.8	17,701	1,932	3,194	8,943
Jefferson	Port Arthur	32.7	23.5	91,356	2,794	3,322	78,067
Tom Green	San Angelo	8.9	7.6	28,022	3,161	3,427	26,045
Bexar	San Antonio	68.9	43.7	203,286	2,952	3,720	162,564
McLennan	Waco	23.8	18.4	57,760	2,424	2,781	51,170
Wichita	Wichita Falls	18.6	16.8	49,485	2,657	2,810	47,208
VIRGINIA							
Campbell	Lynchburg	529.1	388.0	927,714	1,753	2,084	800,832
Warwick	Newport News	14.0	10.2	32,086	2,290	2,700	27,540
Norfolk	Norfolk, Portsmouth	10.3	6.3	32,039	3,093	3,977	25,055
Dinwiddie	Petersburg	51.7	31.7	138,437	2,676	3,424	108,540
Henrico	Richmond	10.5	5.4	18,604	1,779	2,443	13,192
Roanoke	Roanoke	51.5	36.5	145,430	2,825	3,382	123,443
		23.3	19.8	64,909	2,783	3,044	60,270
13 SOUTHERN STATES		7,709.7	5,481.8	12,203,901	1,583	1,892	10,371,566

*Modified formula.

DO YOU WANT A LINE?

If you have a distributing organization—local, sectional or national—and you are seeking new or additional items to sell, SALES MANAGEMENT magazine invites you to file in their New York offices information about your company, and data on the type of product you are best equipped to distribute.

DO YOU WANT A SALES AGENT?

If you are seeking distributing organizations to take on your product, SALES MANAGEMENT invites you to file in their New York offices a statement of your needs with respect to the territory to be covered.

Through the SALES MANAGEMENT Readers' Service Bureau, this magazine will be glad to establish contacts between companies seeking distribution, and those having meritorious products which need distribution machinery wherever we can do so.

SALES MANAGEMENT

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NEW YORK CITY

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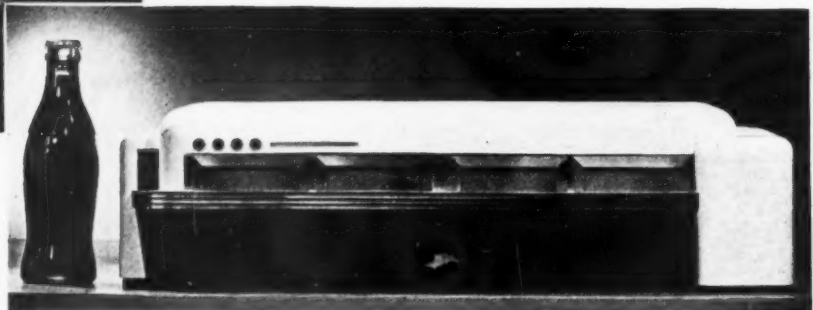
30



Model Salesmanship

(Left) These miniature Carrier air conditioning units are being examined at the Syracuse plant by (left to right) J. C. Warner, Bangkok, Siam, representative who holds a room unit model; Arthur Peel, British representative; Tazwell Waller, product specialist of the International division, holding a residential unit; C. R. Harris, of the International division, with a new room ventilator.

(Right) Miller Hydro Co.'s model of its bottle-washing and sterilizing machine, together with a colored sketch, sold more than \$100,000 worth of machines *before* an actual device was built. It was constructed for the firm by Barnes & Reincke, Chicago industrial designers.



"Me Too," on That Straight Salary for Salesmen, Because—

BY LOUIS F. SCHAEFER

YOU'RE RIGHT, Mr. Body!* I'll go along with you in defending the straight salary plan for salesmen. And I speak from the point of view of a man who's been on both sides of the fence: As salesman, and as sales manager.

To do a satisfactory volume of business, every company must do two things: Keep old customers, and develop new customers. To retain old customers, it is necessary to have them remain satisfied—satisfied that they are receiving proper service and attention; satisfied that they are getting fair values in merchandise. To attract new customers it is necessary for them to become convinced that proper service and attention can be given them through a certain salesman, and that proper and fair value in merchandise can be given by the firm he represents.

To achieve these ends, the salesman must be in a position to *take the time* to do long-range jobs of selling in addition to writing immediate business. And this is the fundamental weakness of the straight-commission plan. A

* See "Why We Believe in Straight Salaries for Salesmen," by Frederick Body, sales manager, C. W. Marwedel Machine Tool Co., San Francisco—**SALES MANAGEMENT**, December 1, 1938.

commission salesman has no incentive to do long-range jobs of confidence building. His mind is on one thing only: Immediate sales.

The satisfied customer is one who looks forward to the salesman's next visit; listens to other salesmen but usually asks your judgment before placing an order with a rival concern; confides situations to you that are sometimes far afield from direct sales, but which are expressions of confidence upon which wholesome business is built.

To establish such attitudes and discuss such matters requires time. As time is the big asset of any salesman, a situation must be created in the mind of the man so that he does not begrudge his precious time to the customer. The basis of such a mental attitude is a mind free from the worries of irregular income.

After a sale has been made, a customer can quickly detect the difference between the man who is paid a salary and the man who is working on straight commission. The attitude of the former is one of solicitous inquiry as to the product's performance and satisfaction. But the straight commission man will usually remain out of sight until it is time to try for another order. It does not take much thinking on your part to decide which

type of salesman you would favor with your own business.

The straight-commission man, because he has but one dominant thought, is led into high-pressure methods. There is no denying the fact that such methods produce many sales, but they have a way of making the purchaser feel victimized rather than helped. A commission man, or one on a drawing account, is making his daily calls, wearing out his own shoes and clothes, spending his own money. And gradually, as his bank account dwindles, or his red drawing-account figures mount, he thinks of nothing else. To do otherwise would not be normal.

Perhaps the biggest asset inherent in the straight-salary plan, from the company point of view, is the fact that it gives the sales manager complete control over his men. Give a sales manager a staff of salaried men, and it will become evident before very long whether he knows his job. Whether he is capable of selecting proper talent. Whether he is qualified to train and develop men. Whether he is efficient in market analysis and territory appraisal.

Yes, it is much easier to control salesmen who are paid for their time. Let there be an irate customer to placate. . . . a new and particularly hard type of prospect to develop. . . . The re-establishment of good will with a buyer a junior salesman has handled. You call in your star commission man and explain the situation to him. You ask him to clear it up. And if he doesn't *tell* you to go whistle up the alley, he's *thinking* it just the same.

SALES MANAGEMENT



IN THE PALM OF HER HAND

In the palm of her hand your merchandise lies; in the back of her mind your sales are made. Only through scientific research can you read her mind—tell the reasoning for what and when, where and how she buys.

Ross Federal Research Corporation should be finding these facts for you—because our force of *permanent* representatives is *professionally* trained to approach the consumer's mind *scientifically*—to get all the facts, impartially, which form the very groundwork of modern selling.

ROSS FEDERAL RESEARCH CORPORATION

Executive Offices: 6 East 45th Street, New York City

Professional Representatives, all bonded, 3700 of them from coast to coast

More Lowdown from the Ladies on Packages and Containers

(Continued from page 20)

Summary

Agree: 530 (77%) Disagree: 136 (20%)
No answer: 24 (3%)
Products most frequently mentioned
(Listing restricted to products
having three or more mentions)

Evaporated and Condensed Milk
Magnolia 7
All other (5 brands) 8

Honey
Honey (general) 24
Bee 5
All other (13 brands) 18

Syrups
Syrups (general) 30
Karo 255
Brer Rabbit 84
Log Cabin 55
Hershey 23
Aunt Dinah 11
Grandma's 7
Duff's 5
Vermont Maid 4
Tea Garden 4
Pennant 4
All other (29 brands) 40

Conclusions: Some real research is needed in the packaging of these types of products. Seventy-seven per cent of the housewives interviewed found present containers unsatisfactory. Syrups were most prominently mentioned, honey, and evaporated and condensed milk appeared often enough to be significant. Also mentioned were salad and olive oils, jellies, jams and preserves, glue, and marshmallow cream.

Part B

"Spice boxes which do not have the name of the spice printed on the sides, as well as on the front and back, are inconvenient, because of the way boxes stand on shelf."

Summary

Agree: 498 (72%) Disagree: 164 (24%)
No answer: 28 (4%)

Brands most frequently mentioned
(Listing restricted to products
having four or more mentions)
Spices (general) 9
Canova 33
Cain 30
Durkee 30
Schilling 28
Sauer 23
McCormick 19
Ann Page 16
French 15
Monarch 13
Tone 13
Dean 12
Sudan 12
Grand Union 9
Rawleigh 7
Ward 7
Brimful 7
I. G. A. 6
Benteco 5

Standard 5
Jewel 5
Folger 4
Velva 4
Astor 4
Wadham 4
All others (72 brands) 128

Conclusions: Seventy-two per cent agreed. Note the tremendous number of brands mentioned. Returns are interesting from one standpoint especially: Because spices are items of infrequent purchase, it takes a long time for a package improvement to register in the minds of consumers. SALES MANAGEMENT knows of a number of brands prominently mentioned in the returns which have changed their boxes to overcome this objection, some of them as long as a year ago. The new McCormick boxes were pictured and described in "Designing to Sell" for February 15, 1938, for example. (See photo page 20.)

Waileed one housewife: "I'm always getting mixed up and putting cinnamon instead of pepper in potatoes."

Naturally enough, some containers which have recently been improved got black eyes because people have not yet seen them and because manufacturers have not done an adequate job of telling people about the improvement.

Part C

"Most economical giant size packages are the wrong proportion to fit into a medicine chest or on a pantry shelf—hence aren't bought as frequently as might be."

Summary

Agree: 490 (71%) Disagree: 161 (23%)
No answer: 39 (6%)

Products and brands most frequently mentioned
(Listing restricted to products
having five or more mentions)

Alcohol
Alcohol (general) 17
All other (8 brands) 12

Antiseptics
Antiseptics (general) 3
Listerine 31
Lavoris 9
Pepsodent 8
Lysol 5
All other (6 brands) 8

Cereals
Cereals (general) 14
Kellogg Corn Flakes 22
Mother's Oats 22
Quaker Oats 11
Post Toasties 10
Miller 8
All other (6 brands) 8

Soap Chips, Powders, etc.

Soap chips, etc. (general) 19
Supersuds 33
Oxydol 32
Rinso 32
Lux 17
Chipso 10
Par 9
Crystal White 9
White King 8
Selox 5
All other (12 brands) 17

Miscellaneous Drugs

Mineral oil (general) 5
Squibb 5
Magnesia (general) 5
Phillips 5
All other (3 brands) 3
Kotex 10
Hospital Cotton 5
Epsom Salts 7

Conclusions: Here returns seem to indicate that (a) there is a large element of inconvenience in giant sizes, but (b) a fairly high proportion of women are appreciative of the economy factor and hence have (c) invented ways of getting around the inconvenience. One respondent says she had a special shelf built to hold such packages; another declares she "always buys a small size first, then refills with larger size." Many comments saying specifically, "the saving is worth the inconvenience." One consumer asks, "Would it be impractical to have a giant size box, say, of soap powder, made up like the Campfire marshmallow package—of four smaller packages in one, so that one could be detached and used, while the others were put on the storage shelf?"

Part D

"Cocoa cans whose tops fall in when one is trying to replace them are a particular nuisance."

Summary

Agree: 606 (88%) Disagree: 50 (7%)
No answer: 34 (5%)

Brands most frequently mentioned
(Listing restricted to brands
having five or more mentions)

Brands
Hershey 372
Baker 197
Mother's 60
Postum* 11
Iona 8
Nestle 5
All other (25 brands) 50

* See what turned up among the cocoas!

Conclusions: Already commented upon in the earlier part of this article. If this isn't clear to cocoa manufacturers, we give up.

Part E

"We have difficulty in opening square tins of anything, such as corned beef and asparagus."

SALES MANAGEMENT

If

NATIONAL ADVERTISING

IS THE ANSWER TO GETTING
THE MAXIMUM SALES
FROM RETAIL GROCERS
IN THE NEW YORK MARKET,
THEN WHY DOES
EVERY METROPOLITAN GROCER
STOCK, DISPLAY AND SELL
UNADVERTISED BRANDS?

Every national manufacturer spends money to get his sales story across to the retail grocer. The grocer in the Metropolitan area receives an average of one hundred calls a week during the hours when he is trying to sell and make money for himself.

But, 16,000 grocers read GROCER-GRAPHIC every other week. It is the cheapest, quickest and most certain method of getting your message to the grocer in just the form that you wish him to know it.

GROCER-GRAPHIC

420 LEXINGTON AVENUE, NEW YORK CITY

MID-WEST
333 NO. MICHIGAN AVE.
CHICAGO, ILLINOIS

PACIFIC COAST
29 E. DE LA GUERRA
SANTA BARBARA, CALIF.

QUIZ:

What do you know about what just happened? Whatever else can be said about 1938 (and that's plenty) it saw so many exciting events that you've probably become immune and forgotten some of the most stupendous.

- ? What made 1938 a revolutionary year in inventions ?
- ? What moot New Deal measures finally became routine ?
- ? Do you remember the worst month in 1938 ? (It wasn't September)
- ? Why did U.S. dive to 20th place in world prosperity ?
- ? What happened to diesels ? vitamins ? plastics ? planes ?
- ? Why did farm income drop even more than national income ?
- ? What railroad went broke for the 4th time ?
- ? Which was the outstanding industry of 1938 ?
- ? Air + coal + water may upset what industry's applecart ?
- ? What finally started up Recovery ?

ANSWERS: They're all in FORTUNE's kaleidoscopic recap of *A. D. 1938*. FORTUNE for January. Page 29.



CREAM OF WHEAT IS SO SIMPLE

• For one thing there's only one product. For another, there's practically no difference between raw materials and that finished product. There's a complication or two, of course, such as wheat prices and competitors by the carload. But with advertising's artful aid the company makes money about as consistently as it makes Cream of Wheat. CREAM OF WHEAT'S CREAM. Page 68. FORTUNE for January.

[80]

ALL THE WAY WITH CHEVROLET



• What it takes to turn out the new models of America's most mass-made car. FORTUNE shows you who does what and how. Leads you through the styling, clay and wood model making, the engineering, body-building, assembling—all the way up to the public's front door in the gleaming new Chevy. Gives you, too, a glimpse of the epic struggle with Ford for top volume. Also a good look at the profits and what they mean to G.M. GENERAL MOTORS II. FORTUNE for January. Page 37.

BOSS'S SON MAKES GOOD

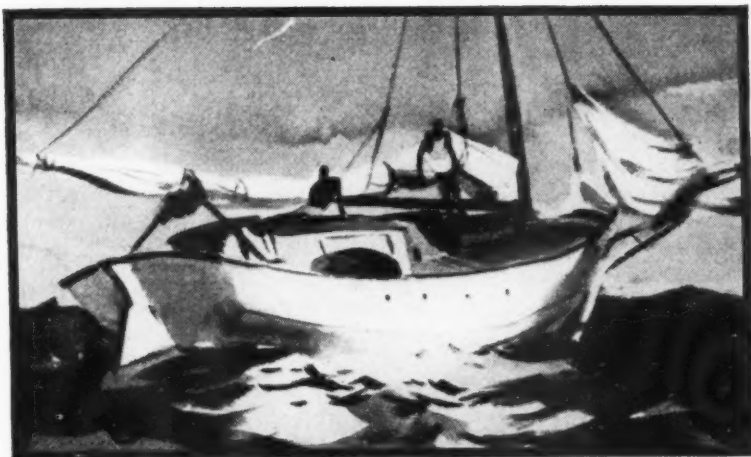


• Since the boss's son became boss, Monsanto Chemical Co.'s sales have shot from \$6,000,000 in 1928 to \$33,000,000 (up 450%). Its 100 or so products have grown to over 300 (and they include many a chemical wonder). Edgar Queeny's company has risen from down among the better also-rans to fifth place in the industry—and still going strong. The young man who did it is worth watching, his management methods worth studying, his public-relations technique worth copying. "I'D PAY MONEY TO HOLD MY JOB." FORTUNE for January. Page 55.

HOW TO BORROW \$700,000,000

• It's not so very difficult—if you happen to be The U.S. Treasury. FORTUNE explains the machinery that swings a big Government borrowing operation. Describes also Treasury's functions as Uncle Sam's handy-man—printer, minter, guardian of coasts and public health, detective, collection agent and chaperon to migrating seals. U.S. TREASURY. FORTUNE for January. Page 49.

SALES MANAGEMENT



How about a vacation—NOW!

• Something's happened to a major American industry—vacationing. FORTUNE examines the new winter trend in holidays—who goes where, what they spend. Good news for Southern and winter-sport resorts—bad for Northeastern coast. VACATIONS IN WINTER. Page 59. FORTUNE also tells you all about two good places for a fine, expensive time—CAT CAY: IF YOU FISH (Page 61), and SUN VALLEY: IF YOU SKI (Page 64). FORTUNE for January.

AMERICA SWINGS TO COLLECTIVE SECURITY

• Since Munich, American Public Opinion on Foreign affairs has been making the most spectacular about face in years. The FORTUNE SURVEY, Page 66. FORTUNE for January.

LET'S HAVE A THEORY OF OUR OWN

• FORTUNE accuses the most industrialized nation in the world of second-hand economic thinking. Urges that, instead of merely adapting foreign economic thought to American needs, American theorists must create a school of economic thought native to this land—and suggests a starting point. BUSINESS-AND-GOVERNMENT. Page 47. FORTUNE for January.

THE ADS ARE INTERESTING, TOO

Nifties culled from the advertisements in FORTUNE for January

A tip from the skipper's grip.

—Baldwin-Duckworth (G.S.)

For tough tires . . . or tender steaks!

—York Refrigeration (J.M.M.)

The "Industrial Cupid" gets a new arrow.

—Mallory (A.-K.)

Eat onion soup . . . catch bigger fish.

—Vitamins Plus (B. Adv.)

Versatile salt . . . for fewer nicks in coffee cups.

—International Salt (S. Co.)

Porterhouse steak . . . on the hoof.

—Comptometer (L. B.)

Drop-by-drop it distills a cure for leprosy.

—Corning (B. B. D. & O.)

"Rush tractor by air mail".

—Goodrich (G.-E.)

Man slights dog!

—The Family Circle (N. W. A.)



Summary

Agree: 437 (63%) Disagree: 235 (34%)
No answer: 18 (3%)

Products and brands most frequently mentioned

(Listing restricted to brands having five or more mentions)

Asparagus	
Asparagus (general).....	8
Libby	39
Del Monte.....	32
All other (11 brands).....	17
Corned Beef	
Corned beef (general).....	22
Libby	113
Armour	60
Swift	10
Anglo	9
Wilson	5
All other (9 brands).....	15
Meat Products	
Hormel Spam.....	8
Sardines	
Sardines (general).....	34
Star	5
All other (11 brands).....	14

Conclusions: Not so high in per cent of agreement, but high indeed in its power to draw invectives from the women . . . all kinds of complaints: Keys break, contents are "messed up" in opening, fingers are cut, nails are broken, can openers won't work on square cans.

One significant sidelight here: Whereas in speaking of the inconvenience of cocoa lids which fall in, the women didn't indicate directly that this had much bearing on their use of the product regularly. When it came to the question about square cans, many of them stated flatly, "I just don't buy square cans of anything." (Note that this refers only to cans which have to be opened with a can opener or a key.)

Part F

"Far too many products are bottled in jars which are too tall and narrow to stand up without frequent tipping, or to use conveniently when taking the product out."

Summary

Agree: 571 (83%) Disagree: 95 (14%)
No answer: 24 (3%)

Products and brands most frequently mentioned

(Listing restricted to brands having five or more mentions)

Capers	
Capers (general).....	6
All other (2 brands).....	6
Cherries	
Cherries (general).....	40
All other (18 brands).....	31
Extracts	
Extracts (general).....	32
Sauer	12
Burnett	5
All other (27 brands).....	44
Ketchup	
Ketchup (general).....	12
Heinz	15
All other (8 brands).....	12
Olives	
Olives (general).....	87
Libby	53

Heinz	13
Grandee	6
Rosedale	6
Ann Page.....	5
All other (25 brands).....	46

Olive Oil	
Olive oil (general).....	4
All other (6 brands).....	8

Pickles	
Pickles (general).....	43
Heinz	27
Libby	21
Rosedale	5
All other (22 brands).....	38

Sauces	
Sauces (general).....	4
All other (7 brands).....	8

Conclusions: This is so thoroughly obvious that all we can do is present the findings and urge manufacturers to do something about it. In addition to those tabulated, many other products were mentioned: Pimientos, olive oil, honey, peanut butter, many jams, jellies and preserves, grape juice, figs, ammonia, and castor oil among them. Two more complaints (see findings under this question to be tabulated in Part II) which have a bearing on these classes of products is the general dislike of the anchor type of closure often used, and the old-fashioned cork which breaks and/or falls in the bottle.

Part G

"Many products packed in bottles or jars that carry dispensers—such as droppers or brushes—are inconvenient after the bottle is more than half empty."

Summary

Agree: 538 (78%) Disagree: 117 (17%)
No answer: 35 (5%)

Products and brands most frequently mentioned

(Listing restricted to brands having five or more mentions)

Deodorants	
Odorono	16
All other (1 brand).....	1
Hand Lotion	
Hind's	7
All other (1 brand).....	2
Iodine	
Iodine (general).....	41
All other (3 brands).....	9
Mercurochrome	
Mercurochrome (general).....	36
All other (3 brands).....	3
Nail Polish	
Nail Polish (general).....	30
Cutex	55
Glazo	5
All other (10 brands).....	12
Nose Drops	
Nose drops (general).....	18
Vicks	109
Mistol	16
Penetro	12
All other (11 brands).....	14
Paste, Glue and Mucilage	
P, G, and M (general).....	19
LePage	20
Carter's	5
Shoe Polish	
Shoe Polish (general).....	31
Jet Oil.....	17
Shinola	14
Dyanshine	10

Griffin	10
All other (9 brands).....	18
Miscellaneous	
Windex	5
Murine	16

Conclusions: Products mentioned in addition to those appearing in the table: Cod liver oil, corn medicines, eye washes, germicides, moth preparations, window cleaners, perfume, ink, fruit coloring, bluing.

Thus were the complaints which appeared, in previous surveys, to be important, borne out. Note that in no case did less than 63% of the housewives interviewed agree with what previous interviewees had said. In six cases the per cent of agreement ran between 70 and 80% and in two cases, it registered above 80%.

In the next issue this discussion will continue, with comment on the findings on such questions as:

"Name any product or products which have changed packages recently, and made a change you consider a real improvement. Specify the change."

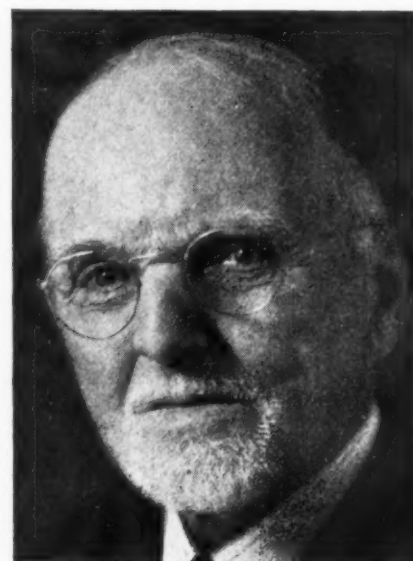
"Do you use in your home any grocery products which you habitually take out of their original containers after they are opened because the opened container seems unsanitary?"

"What containers do you particularly dislike? Why?"

"Name any products which you consider poorly packaged because they spill in the ice chest, or tip over on shelf or table."

"Name any products whose closures you particularly dislike and tell why."

"Do you have a marked preference for either canned or bottled beer? Why?"



Arthur M. Spore is elected president of American Crayon Co., Sandusky, succeeding the late George E. Parmenter. Mr. Spore, who was formerly secretary-treasurer, started with the company as book-keeper in 1890.

SALES MANAGEMENT

"Two out of Four" is Grand

But what about the other half of your market?

Anyone who knows anything at all about business paper publishing realizes that selling subscriptions to business men is not an easy task. It takes a mighty good salesman to "click" on 50% of his calls. That is no reflection at all on the publication. It is merely honest recognition of things as they are—recognition that important business men are hard to reach, short on time, difficult to sell *anything*.

So it certainly seems in order to ask, "What about the other half of your market?" The men not sold are every bit as important to you as those who do subscribe, frequently much more important.

It was honest recognition of this fact by a group of publishers which developed the idea of *controlled* circulation. They said, "The kind of editorial material in a publication merely decides how well the book is read *if it has a chance*. Let us give our books 100% opportunity for reading by the *buying power* of our specific markets, miss none of the important men and waste no circulation on those lacking in buying power or authority."

Such potent coverage circulations are audited by the Controlled Circulation Audit and you can buy it with confidence. Compare results and see what difference more scientific business paper publishing makes in *your* advertising costs.

THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C. C. A. PUBLICATIONS

AMERICAN POLICE REVIEW
BAKERS REVIEW
BANKERS MONTHLY
BETTER ROADS
BEVERAGE RETAILER
WEEKLY
COMPRESSED AIR
MAGAZINE
CONSTRUCTION DIGEST
CONTRACTORS & EN-
GINEERS MONTHLY
DIESEL PROGRESS
DRUG TOPICS
DUN'S REVIEW
ELECTRIC LIGHT & POWER
ELECTRICAL DEALER
ELECTRICAL
MANUFACTURING
EXCAVATING ENGINEER
FLEET OWNER

GOLFDOM
HITCHCOCK'S MACHINE
TOOL BLUE BOOK
HOSPITAL TOPICS & BUYER
INDUSTRIAL EQUIPMENT
NEWS
INDUSTRIAL POWER
INDUSTRY & WELDING
JOBBER TOPICS
LIQUOR STORE &
DISPENSER
MACHINE DESIGN
MEAT
MEDICAL ECONOMICS



MILL & FACTORY
MODERN MACHINE SHOP
NATIONAL JEWELER
NEW EQUIPMENT DIGEST
The OFFICE
Magazine of Office Equipment
PETROLEUM MARKETER
PREMIUM PRACTICE
PROGRESSIVE GROCER
ROADS AND STREETS
RUG PROFITS
SODA FOUNTAIN
SUPER SERVICE STATION
SYNDICATE STORE
MERCHANDISER
TIRES
WHAT'S NEW IN HOME
ECONOMICS
WOOD PRODUCTS

CONTROLLED CIRCULATION PUBLICATIONS

JANUARY 1, 1939

[83]



I am delighted to wring out the old year, and I do mean "wring," for it was pretty much all wet for me. So what? So Happy New Year to you!

* * *

Prognosticators, clairvoyants, and goose-bone prophets generally are agreed that 1939 holds bright promise for business. For one thing, there is a better balance in Congress to weigh screwball proposals, and to see that business gets an even break. Which is all it deserves, and all it asks, for that matter.

* * *

Milt Stoneman thinks a good title for a brochure promoting a boys' camp might be "Heir-Conditioning." How about "Maine Chance"?

* * *

One of last year's most faithful contribs, Phil Schwartz, clips an ad for Bailey's coffee from the *Atlanta Constitution*. The slogan is: "Leaves no grounds for complaint."

* * *

And John Landels Love found a paragraph reading: "The latest idea in women's belts is a dog-collar effect, with a metal identification-tag for the inscription of a name." He says: "Watch the slump in apron-strings; a man will now be tied to his wife's dog's collar!"

* * *

Capsule Caricature, sketched by Beau Beals: "Her ancestors came over on the Wallflower."

* * *

Anti-Climax Dept.: A hurdy-gurdy grinding out swing-tunes just outside Philadelphia's snooty Academy of Music.

* * *

A southern house-to-house distributing service has discovered that 20% more housewives open the door to receive literature, samples, etc., when the carriers blow Special Delivery whistles. Gar Young thinks this leaves Jim Farley's boys in the middle, suggests postmen offer free lollipops to the children.

* * *

Some copy should be set in Ultra Boloni.

* * *

Howard Brubaker says: "Once an authority on politicians, Mrs. Long-

worth is now making a thoughtful study of the cockroach." The girlfriend asks: "What's so different about that?"

* * *

Slogan for Mt. Vernon Rye: "The Spirit of '76."

* * *

MAPLE—"How do you know its dogwood?"

SAP—"I can tell by the bark."

* * *

Studio audiences have what F. P. A. once referred to as "a low-giggling point." They all but die at the most bewhiskered Joe Millers, and, when the so-called comic fumbles his lines (as he offered to do at rehearsal), they are simply panicked. Ah, bewilderness!

* * *

Also, Plymouth builds great rocks.

* * *

H. R. Laudermilk writes from Wichita to say that, until a few years ago, one of their large automobile agencies was the firm of "Stretch & Strain." (It would be even better for a finance company.) He says they now have a "Crook Furniture Co.," too.

* * *

The *Topeka State Journal's* James W. Hesse says that Ralph T. Baker, secretary of the Kansas Press Association, calls it "Pufflicity." And very neatly, too. Pufflicity is an eruptive disorder that is quite contagious, but smart publishers keep it from becoming epidemic.

* * *

That was a nice article in *Scribner's* on how the Americas are getting together. Maybe we should take up Spanish and Portuguese.

* * *

Recommended: Those new Dr. West tooth-brushes with the synthetic bristles made by du Pont. They come in medium and hard, with two rows of tufts and three. Having tried both, the two-row and the three-row kind, I suggest the latter. But both are pretty swell. They don't get soggy.

* * *

Dick Snively says woman's transparency is likely to become more than a fad if Fiberglas's qualities are all they're said to be. As the parrot said

to the canary, in re: Their mistress taking a bath: "Peep, hell! I'm gonna have a good look!"

* * *

Ava Monter says the Scratch-Pad "relieves that mental itch!" Thanks!

* * *

Slogan for Eastman: "It's always open season for shooting with a Kodak."

* * *

Add interesting occupations: Manufacturing those 40-foot poles people wouldn't touch other people with. (Contributed.)

* * *

Walt Weintz offers a recipe for an appetizing advertising dish: "Rare copy—well done, salted with ideas and seasoned with experience."

* * *

"Republic Steel reaffirms its faith in Cleveland's future by building the world's largest strip-mill there." Jim Daniel says he thought Minsky Bros. had the world's largest strip-mill. (For the benefit of the out-of-town trade, let me say that Minsky Bros. operate a burlesque-house in Manhattan, although stripping has been cracked down on by the local gendarmes.)

* * *

Nearly everybody, including the erudite Clif Fadiman, mispronounces "camellias." Look it up some time.

* * *

Incidentally, I have heard only one man in public life who knew how to pronounce "bureaucracy." It was that grand old Jeffersonian Democrat, Bainbridge Colby. All others insist on heaving a "rock" into the second syllable, when it should be "roe" as in "shad."

* * *

By straining a little (heh-heh!) Boston Ed Pope sifts out a slogan for a commercial filter: "Let's keep sediment out of this!"

* * *

H. G. Smith, P. O. Box 3602, Philadelphia, has formed (and copyrighted) an organization known as the "Behind-the-Eight-Ball Club." Life membership is 25 cents, and you get a button to wear in your lapel. He should be swamped with applications!

* * *

January monthlies carrying Christmas ads make pre-dating of publications seem sillier than usual.

* * *

Kugler's Bar, in Philadelphia, carries a low current of electricity, which illuminates gas-filled muddlers and glasses with gas-filled bases. The drinking tools are lit up before the customer is lit up!

T. HARRY THOMPSON.

SALES MANAGEMENT

Marketing Flashes

[Synthetic Draperies Bow in — Getting the Sales Story]
from Home Office to Buyer Without Changes

Celluprintz

Pervel Distributors, Inc., Chicago, affiliated with Richards, Boggs & King (introducers of Pliofilm raincoats, which not long ago took the feminine world by storm), brings out Pervel Celluprintz.

The latter are cellulose sheets simulating textiles on which may be printed designs in a myriad colors and combinations. They feel suede-like, and the colors are sunfast.

Because of their cheapness they may be used until soiled, then thrown away. Cleaning costs are eliminated. Dust may be removed with a dry rag. As a low-priced substitute they are used in living rooms, dining rooms, bedrooms, bathrooms, and kitchens. A number of restaurants, trailer camps, and taverns have already purchased them in multiple lots.

As a test, they were offered made up in draperies for 59 cents a pair by the Boston Store, Milwaukee. On the first day of sales to the public, at the Boston Store, 1,500 sets of Celluprintz were snapped up. Mail orders totaled 65 for that day. A single ad in the Milwaukee *Journal* was the only publicity. With no promotion, and no samples sent out, merchandise scouts of hundreds of stores have made inquiries about the new "cloth."

PD foresee the product for house aprons, bibs, garment bags, shoe bags,

etc., and believe that its market has barely been scratched. The product is patented, and PD has complete control of its introduction.

Packaged flat in a window envelope, the draperies—now available in 54, 60, and 90-inch lengths—will be sold chiefly in the stationery or notions departments of stores.

Telling the Dealer

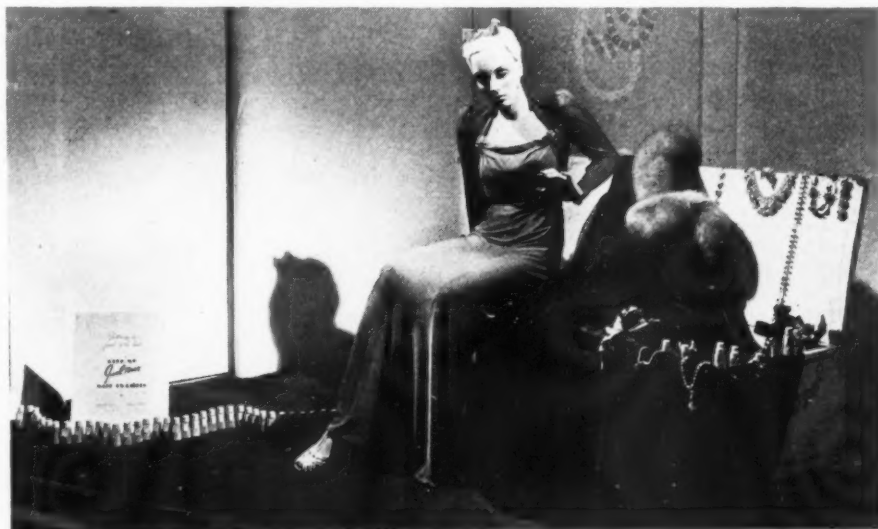
Edison General Electric Appliance Co., Inc., Chicago, is carrying its 1939 sales story to all of its dealers in every part of the country.

Panels have been prepared for five "rooms," in sections, so that they can be set up to fit five rooms in any hotel. Each is designed and decorated to represent a department in a store. When they are assembled, merchandise for that department is added in displays.

First step in the program is to install the five-room exhibit in a central city in each of the company's 12 sales districts. District managers act as hosts to the distributors. Officials of the general headquarters staff then deliver a planned and fixed routine of discussion and demonstration.

At Chicago, where the first meeting was held, R. W. Turnbull, vice-president and national sales manager, started the proceedings. He was followed by division managers, each presenting the sales talk for his particular wares.

(Continued on page 101)



Jueltone: Revlon Nail Enamel Corp., N. Y., names its newest enamel "Jueltone" and promotes it as an accessory to glittering costume jewelry. Some 200-300 department stores are showing it in both their cosmetic and jewelry departments, and devoting whole windows to the product. Above is a Bonwit Teller, N. Y., window. Abbott Kimball Co., N. Y., agency in charge, merchandised the idea in "shocking pink" ads in trade papers, folders and counter cards for the stores. Result: Women are "making jewels out of their fingers."

ALL COUPON!

Here's a break for the sales managers who write a large, flowing hand, and have always been handicapped by the microscopic size of the average coupon. Use this super-coupon to get the exciting news about the smartest sales-boosting contest yet!

Tell us why you think

YES, we want to increase sales—we'd be crazy if we didn't. you can help us put unexpectedly large humps on our sales chart!

Name Firm

Name

Address Address

How Many Salesmen? Local or Scattered Sales Force?

Beata Quota Fraternity, Inc.
Springfield, Illinois
Box 333

Gentlemen:

OR
Simply
Phone Our
New York
Office
Chelsea 3-4931



Dealer Demonstrator: Half hidden behind men of the Walther Bros. sales and service organization (General Sales Manager Walther is at the extreme left) is the trailer in which a diversified line of radios, washers, gas ranges and air conditioning equipment is continually traveled through the Walther territory. Seated in its comfortable interior, the dealer is shown the products under actual working conditions.

Hard Hitting Selling That Laughs in the Face of Business Recession

RECESIONS hold no terrors for Walther Bros., Inc., New Orleans distributors of radios, washing machines, gas ranges and air conditioning equipment.

This organization, whose humble beginnings date back only 18 years, has risen during the "depression era" to become one of the South's most important firms in this highly competitive field. The past five years, during which its management has continually refused to be stampeded by the "hard-times" bugaboo, has been a period of especially rapid progress.

Most of the products Walther Bros. distribute can be classed as luxury items in the higher price brackets—Philco radios, the Philco Cool Wave air conditioner, the Chambers gas range (at prices that begin where most ranges call a halt), and the Bendix home laundry, priced far above most washers.

Insistence on high quality is part of the Walther personal heritage. Henry Walther, Sr., who kept a general store in the little town of Gibson in the extreme southern part of Louisiana, was the "patron saint" of the countryside, with the same reputation for sincerity, veracity and fair dealing his boys enjoy. He sent the two of them to Louisiana Polytech. When his schooling was completed, Henry, Jr., became a bank clerk and later a bookkeeper in a New Orleans cigar factory. C. C. ("Bud") Walther got a job with a distributor of battery parts in the same city.

Within five months "Bud" had convinced "Harry" that they should borrow \$750 apiece, buy out the job-

ber's battery department, and go into business for themselves. In 1920 the Walther Battery Service Co. was organized, with \$1,350 worth of stock and good will, and \$150 in cash as operating capital. "Harry" became bookkeeper and office manager; "Bud" was "battery chief." Later a truck driver was added to make service calls. One by one others were added to the little firm's personnel. Today there are about 40 on the Walther payroll and they cover the Gulf area from Louisiana eastward into Florida.

BY R. G. DROWN, JR.

So consistently did the partnership prosper from the first that the brothers moved to more commodious quarters four times in the next 18 years.

The firm gravitated into a radio distributorship when its battery factory connection brought out the Supertone radio. Then, when Philco hit the market in 1927, the Walthers were offered that line. Rather doubtfully, they determined to risk a small additional investment—with the mental reservation that if they didn't take on too many Philcos they could always place the few they had with friends if the venture proved unsuccessful. In comparison with their recent orders for

4,000 or more Philcos at a time, their initial order was, indeed, rather small. They bought five radios!

The firm's success in specifying high quality as the one indispensable ingredient of its products is amply evidenced by the fact that never in any year has it failed to show a profit. At the end of 1937 its Philco sales, for example, were booming. It had no inventory stock on hand and, in addition, had helped dealers to stimulate their own radio sales to such an extent that Walther Bros. had actually bought surplus stocks from less-successful distributors to help fill its own dealer orders.

The firm's success with this line has been so outstanding that six years ago it was allotted additional Alabama territory that Philco had been reluctant to grant originally—thereby eliminating three other distributors who had been dividing the territory in the interim. A branch office has since been established in Montgomery.

For "unusual and consistent advertising and sales promotional activity" during the past nine years Walther Bros. recently received a silver plaque—an award especially created by Philco to reward this distribu-

Yours for a Wonderful Vacation

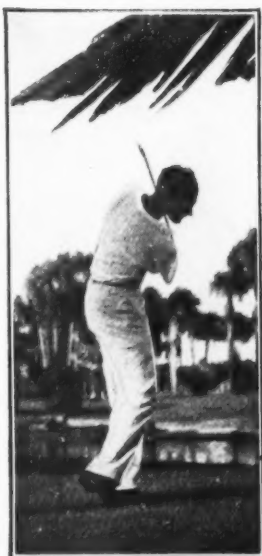


The beautiful
HOTEL ROYAL
WORTH on Lake Worth
at West Palm Beach

at any of the **COLLIER FLORIDA Hotels**

THERE'S a special sunbeam waiting to warm you and smiling seas to wash away your worries—at each one of the twelve famous **COLLIER FLORIDA** hotels. You'll find something pleasant to do...to see...to enjoy every minute of the day. Every facility for sports is yours to command. **COLLIER FLORIDA** is the largest system of hotels in Florida—you can depend on any one you choose to make your stay the most enjoyable event in your life. Reservations are advised.

Consult any travel agent, the hotels direct or
COLLIER FLORIDA COAST HOTELS
745 Fifth Avenue, N.Y. C. ELdorado 5-6700



9 HOTELS DOMINATING THE WEST COAST

	European	American
Hotel Manatee River . . . <i>Bradenton</i>	\$3.50 up	\$7.00 up
Hotel Charlotte Harbor . . . <i>Punta Gorda</i>		8.00 up
Hotel Sarasota Terrace . . . <i>Sarasota</i>	3.50 up	7.00 up
Hotel Tampa Terrace . . . <i>Tampa</i>	3.00 up	
Hotel Floridan . . . <i>Tampa</i>	3.00 up	
Useppa Inn . . . <i>Useppa Island</i>		11.00 up
Gasparilla Inn . . . <i>Boca Grande</i>		11.00 up
Everglades Inn . . . <i>Everglades</i>	2.50 up	5.00 up
Rod & Gun Club . . . <i>Everglades</i>		8.00 up

2 OF THE EAST COAST'S FINE HOTELS

Hotel Royal Worth . . . <i>W. Palm Beach</i>	5.00 up	8.00 up
Hotel Dixie Court . . . <i>W. Palm Beach</i>	3.00 up	

IN THE LOVELY LAKE AND CITRUS REGION

Hotel Lakeland Terrace <i>Lakeland</i>	2.50 up
---	---------

COLLIER FLORIDA COAST HOTELS

Barron G. Collier, President

George H. Mason, Gen. Mgr.



Useppa Inn and Cottages, a lovely, complete Island resort. Club-like. Selectivity of clientele. All sports.



The Charlotte Harbor, Punta Gorda. On Water. Own bathing, golf, tennis.—quail and fishing. Select clientele.



The Manatee River, Bradenton, restful, enjoyable, an ideal winter home. ALL Florida offers. Attractive rates.



The Sarasota Terrace, smart center of smart Sarasota. Every facility for all resort comfort and pleasures.

tor for its effective efforts in competition with firms throughout the United States. In addition to becoming the largest Philco distributor in the South, the firm has for three successive years led the nation's Philco distributors in obtaining the largest percentage of its sales quota on radio parts.

Refusing to be driven into price-cutting, laying off employes, and other evils that too often accompany "hard times," Walther Bros. met the "recession" by taking on additional men, adding another department to handle the gas range and the air conditioner, reorganizing its sales territories into more productive units, remodeling its building, and investing in a huge trailer for demonstration work—all on the theory that conditions were still sound and that if territories were fine-tooth combed they were bound to show a satisfactory return on the effort and expense involved.

No "Dumping" on Dealers

Decentralization of authority is another Walther maxim. They have been successful in attracting the right type of man and believe in delegating as much authority to him as is practical. The three departmental sales managers (ranges and air conditioning are grouped in a single department) are responsible only to the partners and are held responsible for the operation of their respective departments.

Walther Bros. never cuts prices. It will not "dump" merchandise for the sake of a quick sale. Dealers have been taught to merchandise their own stocks. No dealer has ever been left "holding the bag" at any time. At the end of the year, for instance, stocks are shifted so that dealers who can take on added merchandise can aid those whose sales might be lagging a bit.

"This maintains dealer enthusiasm," "Bud" Walther pointed out. "It makes them doubly enthusiastic about the new merchandise they get a little later on. We never under any circumstances let ourselves assume the attitude that a single radio, washer, range or air conditioning unit is actually 'sold' until it has reached the ultimate consumer."

A simple but highly successful local promotion for Philco radios was the one used later by other distributors—after the Walthers had originated it and had blazed the trail in New Orleans.

They affixed thousands of Philco stickers to automobiles. Radios were offered to the persons compiling the largest correct list of license numbers

of the cars displaying the stickers. Additional prizes were distributed among car owners carrying the Philco identification. The contest spread like the proverbial wildfire. For three months office boys, stenographers, clerks and a good portion of the city's better business and professional element—not to mention thousands of housewives—roamed the streets with pad and pencil, copying license numbers. A traffic patrolman eventually won first prize—and Philco won invaluable and inexpensive publicity.

A "Havana Cruise" promotion among dealers last Winter helped to move radios with a retail value in excess of \$100,000 in four months—a sales increase of nearly 30% in the depth of the "recession"—the months between November, 1937, and February, 1938. Dealers qualified for this competition by agreeing to sell one radio of an expensive model and turn the profit on this sale over to Walther Bros., who matched the amount and set it aside in a "kitty" to pay for the tropical vacation. It was understood that half the qualifying dealers would make the trip—those who showed the largest volume of additional sales during the contest period.

The promotion resulted in each dealer sponsoring a contest of his own with his sales force determined to earn the cruises for their respective bosses. When it was over many dealers who failed to qualify for the trip had nevertheless succeeded in boosting their own sales and profits, had created a really active market for radios through their own advertising and promotional efforts, and had generated a great deal of added enthusiasm in their own organizations.

Everybody's Sales Meeting

"Sales meetings are held every Monday morning, and they aren't the old-time 'pep' meetings, either," says James Blount, Walther advertising and promotional manager. "We all roll up our sleeves and pitch into a general discussion and quiz session that winds up with even the office boys, file clerks and junior mechanics knowing nearly as much about our products as do the men in the field. Anybody who walks into our office with a question can be pretty certain of getting a sensible reply no matter whom he happens to ask."

"We've found, too, that it pays to use every reasonable excuse to hold meetings of radio repair men. We invite them all, whether or not they're customers of ours. By doing this we render them a real service and build good will. In addition to these get-

togethers, we mail them all charts, diagrams and all available technical data on the theory that, even though much of their repair business is necessarily on other makes of radios, they'll be much better qualified to service Philcos when called upon to do so."

To introduce Philco's latest innovation—"Mystery Control"—Walther Bros. staged an elaborate presentation in the auditorium of the Jung Hotel. Philco factory representatives later told them it was the only dramatized showing of the product outside of New York. Instead of merely staging a dealer demonstration or a group demonstration for those prospective purchasers that "just happened" to drift into the exhibit, personal invitations were dispatched to prominent New Orleanians in every walk of life.

A magician entertained the surprisingly large attendance with a varied repertoire of stunts and presided as master of ceremonies at the unveiling of the latest radio marvel. Members of the audience then were given an opportunity to operate the new dialing and tuning device. The response was quick and enthusiastic and the instantaneous consumer enthusiasm was an added tonic to dealers.

Promoting Bendix

In less than a year the Walthers have become one of the country's most successful distributors of the Bendix home laundry. Their original sales territory has been doubled. In that short time they've convinced the Bendix Company of the effectiveness of their promotions, with the result that they are encouraged to use their own ideas in developing business in the Deep South. Jackson, Miss., Montgomery, Ala., and Baton Rouge, La., are used as test markets.

Walther regards its introductory campaign for the Bendix washer, staged in Montgomery, as particularly gratifying. Montgomery, they were told at the outset, is simply not a washing-machine town. Only a few of even the most inexpensive washing machines had been sold there during the entire previous year. In the face of these facts, and with the added knowledge that their product retailed at \$189.50, Walther selected a promotion-minded dealer, set aside a fund made up of appropriations from the dealer, the factory and themselves, and used full-page newspaper advertising to announce that a 28-piece linen set—tablecloths, towels, etc., valued at \$25—would be given with each of the first 100 machines sold.

Six full-page insertions and small advertisements amounting to some





More for your **MONEY** *in the* **ROTO** **SECTIONS**

In 1937 the roster of outstanding rotogravure advertisers was increased by 112 new names. In the first 6 months of 1938, it was further increased by 67 new names.

Such a rate of growth can mean only one thing; that rotogravure is providing a very real solution to the problems which business is facing. For a report on how it is aiding manufacturers to develop and enthuse dealer organizations, read the letter quoted on the next page.

Kimberly-Clark Corporation
NEW YORK 122 East 42nd Street
Established 1872 • Neenah, Wisconsin
CHICAGO 8 South Michigan Avenue
LOS ANGELES 510 West Sixth Street

LOS ANGELES
510 West Sixth Street



18,000 lines in all were used. Special Bendix representatives worked with retail salesmen. They staged home and store demonstrations. During the first 21 days, the wives of 29 physicians, attorneys, and other members of Montgomery's highest-class market bought washers through this single outlet.

Reprints of the newspaper campaign were later distributed by the factory to dealers from coast to coast.

Instead of resting on its laurels, or seeking entirely new prospects in what it realized was a difficult market, Walther determined to center a second drive, 30 days later, among the customers already well sold on the product. Every Bendix owner was told—through another large-space newspaper campaign—that she could have her washer free if she sold ten machines to new customers among her own friends and acquaintances. Payments already made on machines were returned to customers who sold the required number. So successful was this second event that the idea has already been repeated in Jackson and in New Orleans, where sales have been pyramided through the cooperation of satisfied users.

Service Helps to Sell

To promote the Chambers gas range, another "luxury" item at prices that start at nearly \$100, the Walthers effected a tie-up with a New Orleans utility firm. The latter maintains one of the ranges in a permanent model kitchen and uses it for all cooking demonstrations.

Women's groups are regular guests in this kitchen, and Chambers dealers are privileged to bring prospects in at any time. Housewives see the range in actual operation—under ideal conditions—while the demonstrator explains its merits.

An out-of-the-ordinary service to Chambers owners is being inaugurated. Dealers advise Walther Bros. every time one of their ranges is sold. A service man is sent out to install it. Service is maintained without cost to the consumer. A qualified home economist is available at all times to show housewives exactly how to get the utmost in service and economy out of the product.

A permanent list is being compiled of all Chambers range users in the city, and a monthly cooking school is planned to which no one else will be invited. The names of prospects secured from present users in attendance at the monthly gatherings will be turned over to the dealer from whom the original customer purchased.

JANUARY 1, 1939



*"You'll find it
in the
AYER
DIRECTORY"*

JUST OFF THE PRESS!

*1939 edition now
ready . . . 1300 pages
. . . fully revised . . .
latest facts from au-
thoritative sources . . .
information available
nowhere else . . . bound in
durable boards and cloth.*

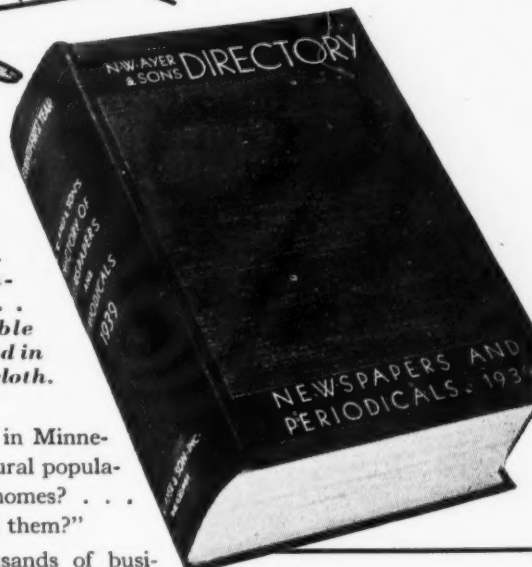
● "What's our market in Minnesota? . . . What's the rural population with electrified homes? . . . What papers will reach them?"

Every day, in thousands of business offices, questions like these arise. They need to be answered quickly and, above all, accurately.

N. W. Ayer & Son's Directory of Newspapers and Periodicals—now in its 71st year—is the *only* reference work which thoroughly covers this special field.

Because thousands of changes occur annually in the publishing business, it is important that your reference shelf be kept up to date with the NEW 1939 edition of the Directory.

The publishing information in this book is only one of its valuable features. The partial list of contents shows why it is bought—year after year—by libraries, sales-managers, advertising agencies, business engineers, publishers, statisticians, etc. The new 1939 edition is *limited!* Order early! Price \$15, postpaid in U. S. and Canada.



CONTENTS INCLUDE

List of more than 20,000 publications—with policies or classification. All are also arranged in separate lists such as Daily Newspapers, Foreign Language, Agricultural, etc.

American newspapers and periodicals published abroad.

List of more than 10,000 cities and towns in the U. S. and its possessions, Canada, Newfoundland, Bermuda, the West Indies—with vital facts on each.

Population and its groupings: urban, rural, race, nationality.

Number of homes supplied with gas; wired for electricity.

Bank deposits and clearings; number of retail stores and their dollar-volume; number of post offices and their postal receipts.

Statistics on agriculture, fisheries, forests, mining; latest census of manufactures.

Number of telephones, radios, motor vehicles; railroads, airports; schools and colleges; 100 maps.

THESE, AND MANY OTHER FACTS AND FIGURES, HANDILY ARRANGED AND INDEXED FOR READY REFERENCE

SEND THIS COUPON FOR FREE PROSPECTUS

N. W. AYER & SON, Inc., Washington Square, Philadelphia

Please send me, FREE, your 24-page booklet containing sample pages, specimen index, examples of special lists, etc., from the 1939 edition of N. W. Ayer & Son's Directory of Newspapers and Periodicals.

Name _____

Business Address _____

City _____

State _____

P.S. I want the 1939 edition of the Ayer Directory. I enclose \$_____ for _____ copies.

Permanent Bonus Plan Takes the Headaches Out of Salary Adjustments for White Fuel Corp.

The standing of every salesman in relation to every other is a matter of public record—not of opinion—under this point quota. It is mathematically fair, and hence a real sales stimulant.

BY M. S. SULLIVAN

ABOUT four years ago White Fuel Corp., Boston, began to give serious consideration to some sort of a payment and bonus system which would provide a fair method of paying salesmen, a permanent bonus plan which would stimulate sales work and be a medium for furnishing current sales information to all members of the sales organization.

"We had salesmen," explains John P. Birmingham, vice-president and general sales manager, "who believed they were doing an exceptional job, whereas, if they could have seen the returns from others, they would have realized that their records were good but not unusual. There were salesmen who held the notion that sales couldn't be boosted; for them to see the records of fellow salesmen who were consistently doing better in territories of equal importance was desirable.

"We wanted a system that would keep every salesman informed of the actual sales work of every other salesman. And we wanted a system that would provide a real urge for the men to dig in just a little stronger, at the same time taking the politics out of salary adjustments to salesmen and putting such adjustments on a purely mathematical basis."

This problem was a new one for the company, since it has been in existence only since 1932, during which time its growth has been phenomenal. Starting at that time on leased property, with Joseph F. White as president and general manager, the company now owns a million-dollar, nine-acre deep water fuel terminal and has become one of the largest fuel dealers in New England.

Starting out to handle bituminous coal on a terminal basis for wholesalers only, the company has added other activities in rapid succession until now it retails soft coal, domestic anthracite

and coke, fuel oil and oil burners; wholesales fuel oils, coal and oil burners; and manufactures oil burners, with sales approximating \$3,500,000 for the 1936-37 year and with an expected \$6,000,000 volume for the 1938-39 year.

Selling every heating commodity with the exception of gas, White Fuel has a prospect in every home and every business. Its wholesale oil territory includes Massachusetts, New Hampshire and Vermont while its retail business is confined to metropolitan Boston area. Sales are handled by 25 salesmen plus 35 part-time men, the latter including real estate operators and others who produce rather small individual sales but who turn in a welcome addition to the yearly sales volume.

Points earned during the month, and to date, and the position of each salesman are shown on the blackboard. Another, not pictured, gives the number of new accounts signed by every man, and his quota. Thus grumbles of "I'm not paid or appreciated for all my hard work" never start among White's representatives.

It was for the full-time salesmen that Mr. Birmingham sought the payment system. And, after considering their various problems in the light of similar plans used by other companies, White Fuel three years ago adopted a point bonus system which is functioning very effectively.

Under the system each salesman is given a point quota based on combined annual salary and expenses of each man. Each point is valued at 25 cents and various numbers of points are given on the different products. The sale and delivery of ten tons of bituminous coal, for instance, equals ten points; ten tons of coke twenty points; an oil burner, 100 points, etc.

The total number of points determines the salesman's combined salary and expenses, 16,000 points indicating a salesman's gross income of \$4,000. It is a company rule that each salesman must have turned in 57% of his quota by January first, else a salary adjustment follows. Since the company's fiscal year begins May first, it is assumed that a salesman cannot reach his quota if he has not produced the larger part of it by the first of the following January.

While the quota of any salesman is made confidentially between the management and the man, the points earned are recorded monthly on a large blackboard for all salesmen to study. Thus, White Fuel's entire sales organization knows exactly what each man is producing in relation to the other and how each one is progressing towards his own quota. Bonuses are

They're off! **ANNUAL BONUS MARATHON**
52 WEEK GRIND
STARTING AND ENDING AT 900 E FIRST ST.

NAME	POINTS	TOTAL TO DATE	POS.
WOODWARD	115	654	13
HEALD	636	2485	5
LAWLER	766	101	9
RAFFERTY	257	1662	3
RYAN	473	744	10
MCISAAC	517	2324	6
OBER	371	265	14
CONNOR	143	164	
TOMES	1363	157	



Reproduced through courtesy of Textile Machine Works, Reading, Pa.

"A hen does not quit scratching just because the worms are scarce"

OLD PROVERB

—Nor does an aggressive company curtail advertising and sales effort when orders drop below par. That's just the time extra efforts are needed.

Advertising of rubber plant equipment, compounding ingredients and supplies in INDIA RUBBER WORLD during 1939 will get your message before the executives of every worthwhile rubber manufacturing plant in the United States and to 42 foreign countries. It will bring inquiries and pave the way for more sales.

Scratch a little harder for orders in 1939.

Market data, circulation figures, and advertising rates promptly supplied on request.



INDIA RUBBER WORLD

420 LEXINGTON AVENUE

Established 1889

NEW YORK, N. Y.

CHEERFUL Service



BISMARCK HOTEL CHICAGO
RANDOLPH AND LA SALLE

Emil Eitel — Karl Eitel — Roy Steffen

Newer and More Attractive LOOSE LEAF COVERS

FOLLOW THE TREND!

More and more advertisers are adopting Loose Leaf editions for their Sales Messages, Catalogs, Price Lists, Sample Books, Portfolios, Sales Manuals, etc., will do their job better and be longer lasting when put up in attractive, easily operated Loose Leaf Covers.

May we send this catalog?

Our Catalog "I" illustrates and describes a wide range of covers for most every conceivable purpose—from the inexpensive types for general distribution to the more elaborate ones for executive use. Send for your copy today.

The C.E. SHEPPARD CO.,
44-29 21st Street, - LONG ISLAND CITY, N.Y.

Cesco EQUIPMENT

paid on the basis of 25 cents for each point the salesman exceeds his individual quota. Last season White Fuel awarded bonuses ranging from \$150 to \$1,000, with 75% of all salesmen earning bonuses for exceeding quota.

Explains Mr. Birmingham: "This system has brought a good sales increase, has promoted a friendly spirit of competition among salesmen, and has provided a permanent, effective and practical means of reimbursing salesmen. Our salesmen have been enthusiastic about the plan and it is gratifying to us that its use during three years has been completely satisfactory.

"It is a permanent yardstick of sales accomplishment. By using a system

wherein each sale is figured at a fairly large number of points, each sale is made important to the salesman. It has been helpful in priming slower workers and has kept top-notchers on the jump to maintain their positions. It has also been helpful in keeping salesmen interested in all products, this being important because of the varied line we handle."

Behind this bonus system is the company's drive to induce salesmen to do better work planning and to use more efficient selling technique. While the plan itself has been instrumental in accomplishing these aims, meetings are held twice each month to emphasize them.

Should Newspapers Standardize Their National Advertising Rates?

Markets would be reached more completely — and more cheaply—says Mr. Tacks, if space could be bought nationally on an equalized "cost-per-impression" basis.

BY BRASS E. TACKS*

ONE nice thing about peddling white space is that although one works for a publisher, he spends most of his time with space buyers. Obviously, therefore, we see both sides of these media problems. And most of all, we see what confusion is caused by our publishers' "How much can we get away with?" attitude toward national rates.

You know the situation. In Galveston, 11c. buys 19,000 circulation; but in Harrisburg, the same 11c. gets 44,000. In Wichita, 93,000 costs 18c. and in Lincoln 71,000 costs 21c. Perhaps these differences are justified—I don't know. But they can't help but cause raised eyebrows.

Now, my question is this: Need such inconsistencies exist? Can't publishers present a "United Front?" If they are cooperative-minded to the point of supporting A. N. P. A., N. A. C. A., A. N. C. A. M., etc., etc., why can't they carry their communal urge just one step further and come to an agreement on what are and what are not fair advertising rates?

Suppose, for instance, that this table were adopted: All newspapers having less than 2,000 circulation to charge 2c. per line, flat. Then—

2- 4,000	3c.
4- 7,000	4c.
7-10,000	5c.
10-14,000	6c.
14-18,000	7c.
Etc., Etc.	

Wouldn't that be a step forward? Wouldn't space buyers rejoice? And wouldn't advertisers shout "Hooray!" at the opportunity to buy space nationally on an equalized "cost-per-impression" basis?

I'm sure they would, because, after all, 20,000 Butte families are worth just about as much to the national advertiser as 20,000 Boise families. They'll both buy about the same number of radio sets and chew about an equal tonnage of corn flakes each morning.

And the cost of throwing advertising impressions at Butte families should be about the same as the cost of educating Boise families if the same net profit is to be returned from each market.

In short, each market would be made to stand on its own feet. Decisions to use or not to use newspaper advertising would be made quicker. Sales plans would become more nearly automatic. And the Bureau of Advertising really would have something to talk about!

No doubt, some monopoly publishers would object, saying, "But we don't have to do this, so why should

* Other articles by Brass E. Tacks appeared March 1, May 1, May 15, June 1, July 15, August 15, September 1, November 1, 1937; January 1, February 15, March 15, April 20 and May 15, 1938.

we?" And they'd be right. For, if Joe is typical—and I'm sure he is—they can get away with their high rates for many years yet.

As you know, Joe's reasoning usually goes, "25,000 cases per month—30c. per case—\$7,500 per month—four states—hm-m-m-m—let's start with every market over 50,000—and see how that works out!"

And Joe's client usually is even less careful. The details of many estimates are disregarded completely. Just the list of markets and the total figure receive any attention. On the rest of it, it's—"Well, Joe, you're the doctor. What you say goes!"

All of which means that the Alpha Argus goes on automatically if Alpha has 50,000 souls concentrated inside the area that the politicians have decided is the corporate city limit. But if it hasn't, it doesn't. And as for the milline rate, it can be \$2.09 or \$9.02!

Joe admits that this isn't sound. But he shrugs his shoulders and says, "Well, what can we do? We're as helpless as a taxi passenger in a strange city!"

And that's true. The monopoly boys are right. They will lose a bit when they stop "milking it dry." But on the other hand, as compensation, there will be hundreds of increases for the poor, competitive under-dogs who, for years, have been scrapping away at low profit and low millines. Their incomes would, at last, be in line with their advertising worth. So it's fish and fowl—but it makes better sense.


An "Out" for "Second Papers"

I appreciate, of course, that some few "fighting second papers" across the country need a low milline rate as a sales point. These fellows would be hurt, if they were required to price their impressions at a higher milline than the big "first paper" competitor.

So, for their sake, there should be a clause in this agreement to the effect that "These rates are 'maximum'—any paper may apply for permission to sell below them." A board could decide whether the competitive situation was such that a breach of the prescribed rules was in order.

Situations of this sort would obviously need special attention. But that's a detail. The basic question is: "How long are our publishers going to force this hodge-podge on the advertiser? Isn't it a headache that can be eliminated? At least, shouldn't the question be discussed? Or should we just close our eyes and hope that our customers will continue to do the same?"

JANUARY 1, 1939



From out these doors the 400 salesmen of Brown & Bigelow are bringing to American Business men Calendar Advertising for 1940—The Dionne Quintuplets, the Boy Scout Calendar, Maxfield Parrish, Earl Moran, Rolf Armstrong, Robert L. Ripley and fifty other distinctive numbers.

BROWN & BIGELOW
Remembrance Advertising
REG. U.S. PAT. OFF.

MAIN OFFICE AND PLANT—SAINT PAUL, MINNESOTA
Sales offices in New York, Chicago, Boston, Philadelphia, Cincinnati, Detroit, Los Angeles, Kansas City, Buffalo, Atlanta, Indianapolis, St. Louis, Dallas, San Francisco, New Orleans, Pittsburgh, Seattle, Cleveland, Milwaukee, Denver.

IN CHICAGO

HOTEL

A

ALLERTON

A BEAUTIFUL SUITE
\$6.00 FOR TWO PERSONS
TWIN BEDS, BATH, PARLOR, RADIO

A SINGLE
\$2.50 WITH BATH AND RADIO
Special Weekly and Monthly Rates



701 NORTH MICHIGAN AVE. CHICAGO, ILL.

CLOSE TO EVERYTHING

On upper Michigan Avenue in the heart of Chicago's Near North Side—a few minutes walk from beautiful Lake Michigan, Loop offices, business and amusement centers. Harding's "Just Wonderful Food" featured in dining room and cafeteria. Friendly service. No parking worries.

JOHN P. HARDING
Hotel
MANAGEMENT
KEN WILLIAMS Man. Dir.



Evansville Press and Courier Consolidate Operations

Effective today, the Evansville, Ind., *Press*, a Scripps-Howard evening and Sunday paper, and the *Evansville Courier* (morning and Sunday) are consolidating operations, bringing together in one newspaper, for the first time in the history of American journalism, two editorial pages representing the viewpoints of two distinctly independent organizations. The entire editorial staff of each will remain unchanged.

Prior to the consolidation, Evansville had two Sunday newspapers, each carrying its own editorial page. These will now be merged into the Sunday *Courier and Press*, appearing on facing pages.

Both the *Courier*, which continues in the morning, and the *Press* in the evening, will occupy the *Press* plant.

The consolidation will be solely one of mechanical and business operation. Under this change, E. J. Fehn, publisher of the *Courier*, becomes chairman of the board, and W. C. Bussing, business manager of the *Press*, president. Don Scism, *Courier*

editor, and Frank R. Ford, *Press* editor, continue in their present capacities.

The joint organizations will be represented by the Scripps-Howard Newspapers' national advertising department.

Variety Fends Off Squeamish Advertisers

Variety recently had a bit of a tiff with one motion picture producing company regarding the latter's refusal to advertise in the publication a motion picture that had been given unfavorable notices in its review columns. The following excerpts from the letter sent by *Variety* (and published in its issue of November 23) to the company's head explains the case:

"As we understand your viewpoint, it is that it is impractical and a business paradox for your company to advertise in *Variety* the release of any of its pictures which have received unfavorable reviews in *Variety* columns. You are sympathetic to the use of *Variety* advertising if a picture is favorably reviewed. Also you advocate that *Variety* omit the review of a picture which, in the opinion of its reviewers, is not deserving of favorable notice."

Continuing, the letter quoted, in part, its policy as set forth in its first issue, published December 16, 1905, which read as follows: "The first, foremost and extraordinary feature, of it (*Variety*) will be Fairness. Whatever there is to be printed of interest to the professional world will be printed without regard to whose name is mentioned or the advertising columns. . . . The reviews will be written conscientiously and the truth only told. If it hurts it is at least said in fairness and impartially. . . ."

"*Variety* in its news and reviews is not concerned in the slightest degree with what its advertisers desire to say to *Variety* readers. . . . *Variety* never edits its advertising columns beyond such supervision as re-

quired by the postal laws. You are at the head of a motion picture company. You have earnest convictions, but your refusal to express these convictions in paid advertising and tell the trade what you think about your product, is a policy contrary to successful show management since the opening of the first box office."

Thus does *Variety*, in publishing the letter, warn advertisers who have the slightest tendency to be afraid of the whole truth, and nothing but the truth.

Trade Papers Promote Their Industries' Promotions

More than 3,000 chain drug stores will participate in a nationwide Large-Size Promotion to be held for ten days, starting March 10, according to an announcement made recently by *Chain Store Age* which is sponsoring the event in cooperation with manufacturers of all types of merchandise sold in drug stores. The object of the promotion, which will be the climax of individual drives to sell the larger sizes put on by a number of chains during 1938, is to familiarize the public with the savings the consumer makes through buying the larger size package.

Drug chains are planning to use newspaper advertising with window and interior displays to emphasize the promotion. Manufacturers are to use newspapers, magazines and radio. *Chain Store Age* will provide window and store-interior display material and educational material to be used by salespersons during the ten-day promotion.

The Progressive Grocer is doing its part to help grocery manufacturers succeed in their "Parade of Progress—Nationally Known Grocery Products" campaign launched last month by the Associated Grocery Manufacturers of America. In addition to giving the promotion its editorial support, it will also design and supply special window and display material to help retailers in their point-of-sale demonstration starting on April 6.

November Linage Off But There Are Encouraging Signs

According to Media Records, newspaper advertising lineage climbed in November to within 5.2% of November, 1937's, level, making the best comparison of any month this year with the corresponding month of 1937.

Although all classifications were off slightly from November, 1937, except financial and automotive which showed gains of

Successful Executive, Now Employed, Wants to Come East

No "job hunter" is this seasoned and successful sales executive. Right now he is doing an exceptionally fine job as the national sales manager for a big company in the Middle West, but he has good reasons for making a change, and prefers the East . . . I know this man. He has an unusually fine record that covers 18 years as an executive. He is a good salesman; he has the knack of making good salesmen out of others. He has a pleasing but decisive personality; he can adjust himself quickly to new problems and situations. He has a wide personal following among distributors and jobbers in the East, Middle West and South. Other facts: married, Christian, vigorous, healthy, young middle-aged. Prefers a connection where real earnings will come through combination of fair salary, and bonuses or commissions based on what he produces.

Introductions will be arranged by

PHILIP SALISBURY

Executive Editor

SALES MANAGEMENT

420 Lexington Avenue New York City



This Graphic Presentation of the Outdoor Advertising Medium is on display in the principal office of Foster & Kleiser Co. Four of the six volumes (the center ones being empties for storing supplementary material) are graphically illustrated, dealing with various problems confronting those contemplating using the medium. The map on the center of the stage, operated electrically, can be made to illustrate the distribution of different types of display necessary to provide ideal coverage in any or all shopping districts in one market.

SALES MANAGEMENT

5.4% and 0.3% respectively, general, retail, display, and department store advertising showed increases over October. Retail declined 4.8% below November of last year; general, 7%; total display, 4.8%; classified, 6.9%; and department stores, 5.2%.

CBS Consolidates New England Outlets into New Division

The established Columbia stations in New England are now available as a "single, waste-free regional network"—the Columbia New England Network. The ten stations now included are WEEI, Boston; WPRO, Providence; WDRC, Hartford; WORC, Worcester; WMAS, Springfield, Mass.; WBRK, Pittsfield; WNBX, Springfield, Vt.; WGAN, Portland; WABI, Bangor, and WBRY, New Haven-Waterbury. A rate card for the new division has been issued.



Edward Scriven,
now with A. C.
Nielsen Co.

Scriven Joins A. C. Nielsen

Edward Scriven, distribution and marketing research expert, has joined the staff of A. C. Nielsen Co. as vice-president with headquarters in Chicago.

Prior to accepting his new position, Mr. Scriven led the market and plan board activities of Batten, Barton, Durstine & Osborn, Chicago office, serving also as contact executive and office manager.

Well known in distribution and marketing throughout the United States, Mr. Scriven is a vice-president and director of the American Marketing Association whose Midwest chapter he organized. He is a member of the National Federation of Sales Executives, chairman of the Research Committee of the American Association of Advertising Agencies, a member of the business advisory staff of the University of Illinois, and member of the Market Research Council of New York.



H. F. Van Horn,
Milwaukee News-
Sentinel national
ad manager.

Media Men

H. F. Van Horn has been appointed national advertising manager of the Milwaukee News-Sentinel. With the Sentinel since 1927, he assumed charge of its automobile department in 1929 and held that position until 1937, when he became general advertising contact man.

Caldwell-Clements-Herring, Inc., N. Y.,

has appointed Millward H. Newton advertising manager of its new electrical news magazine, *Electrical Week*. He was formerly advertising manager of *Radio Today*, published by the same company . . . J. S. Crane has been appointed eastern manager of *American Builder* to succeed R. E. Clement, deceased, to handle advertising sales in the publication's New York territory. J. C. Jones has been named Mr. Crane's assistant.



Kingsley Horton,
new WEEI sales
manager.

Kingsley Horton, formerly account executive with Radio Sales, CBS division representing the network's owned and operated stations, has been appointed sales manager of WEEI, CBS station in Boston. His place on Radio Sales is being filled by Frank R. McDonnell, for the past two years president of Advertisers' Recording Service, Inc.

Murray Grabhorn, formerly with Hearst Radio, has been named national sales manager of Station WFIL, Philadelphia . . . Fred E. Zindler, formerly with the Milwaukee Journal, has been named sales manager of Station WISN, Milwaukee . . . Halsey V. Barrett has joined the WOR sales promotion department to take the place of John P. Nell, who has been transferred to the sales division, representing the Chicago office in New York. . . . Don A. Jansen has been transferred from the New York office of John B. Woodyard, Inc., to the company's Detroit branch, to be in charge of its activities there. He replaces Ben Etter, resigned.

Media Notes

Station WWNC, Asheville, N. C., and Station KOIL, Omaha, will join Columbia Broadcasting System on June 1 and April 26 respectively, the former as a member of the CBS Southeastern Group and the latter as a member of the CBS Basic Network. . . . Station WFIL, Philadelphia, has re-appointed Edward Petry & Co., Inc., as its exclusive national sales representative. The Petry Co. had represented the station from 1935 until last May when the agreement was suspended.

Fawcett Women's Group closed its February, 1939, issue with a gain of 23.53% in dollar volume over February, 1938. . . . Geyer Publications, Inc., N. Y., has purchased *Sporting Goods Journal* from Gillette Publishing Co., Chicago, and is consolidating the publication with its *Sports Age*, beginning with the January, 1939, issue. The combined publication will continue to appear in the pocket size and format of the *Sports Age* . . . Condé Nast Publications, Inc., N. Y., is to publish a new motion picture magazine "featuring Hollywood as the fashion center of America." Alice Thompson is editor, Sidney Ager, advertising manager. Full details will be announced later.

The December 18—Sunday—edition of the Cleveland Plain Dealer carried the largest volume of "regular business" advertising it has enjoyed since 1925—within two columns of an all-time record which, according to that publication is "a very definite indication of the business upturn in Cleveland and vicinity."



Pittsburgh has long been proud of its William Penn Hotel—but wait till you see what half-a-million dollars in remodeling and improvements have accomplished!

You'll find new guest rooms all refurnished and redecorated in the most attractive fashion. New restaurants, too. And the back-stage improvements you never see—but sense in the even swifter, smoother service—make it possible for the William Penn to give you more for your money than ever before.

1600 ROOMS with bath
and circulating ice water
from \$3.50

HOTEL WILLIAM PENN

PITTSBURGH
GERALD P. O'NEILL
General Manager



New Appointments

FOR HIS MAJESTY, THE AMERICAN TRAVELER

WHAT NEXT IN CANS?

IF IT WERE POSSIBLE to visualize a salesman with the time to get his story to all who have anything to say about the purchase of his product, then perhaps business paper advertising might be unnecessary.

The impossibility of this is no better illustrated than in the case of our client, the Continental Can Company. Getting a manufacturer to let Continental help him with his packaging problems calls for selling all the way up and down the organization.

As Mr. H. A. Goodwin, Director of Advertising for Continental, puts it: "We must reach not only a vast number of manufacturers, but a vast number of different people within each organization. We consider business paper advertising the most economical way of doing it."

The Continental Can Company practices what it preaches. It is represented in 39 business papers and has been a consistent user of business paper space for more than 10 years.

Bernard L. Duffy -
Vice-President

BATTEN, BARTON, DURSTINE & OSBORN, Inc.

Continental Can Company
NEW YORK CHICAGO SAN FRANCISCO

"Business paper advertising helps give us the answer" — says Continental Can Company.

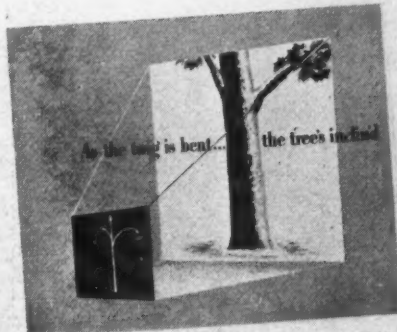
This man asked the impossible—AND GOT IT!



He had a problem dealing with a product that never had been packaged in a metal container. Some of his associates said it was impossible, because of the size and weight of the container. But, realizing the significance of such an achievement, he set out to do the job. If possible, it meant broader markets and new possibilities with their present container due to high shipping costs and transportation losses.

This was a challenge to the men in Continental's research and development departments. It was a known problem that could be solved only by the use of a new type of container. It was not just the size and weight of the container that was the problem, but the fact that the container had to be strong enough to hold the product without leaking. After many trials and errors, the men in Continental's research and development departments finally found the answer. They developed a new type of container that was strong enough to hold the product without leaking, and it was also light enough to be shipped without excessive costs.

CONTINENTAL CAN COMPANY
NEW YORK • CHICAGO • SAN FRANCISCO • MONTREAL • TORONTO • KANSAS CITY



What better simile could be used to illustrate the growth and steady growth of Continental's wide range of products? An evergreen, constantly growing, constantly expanding, constantly improving, constantly adapting to the changing needs of the industry and the changing needs of the consumer. This is the spirit of Continental. This is the spirit of the men who work for Continental. This is the spirit of the men who have made Continental what it is today.

CONTINENTAL CAN COMPANY
NEW YORK • CHICAGO • SAN FRANCISCO • MONTREAL • TORONTO • KANSAS CITY

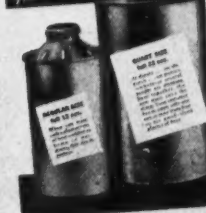


"THIS BABY"

HAS A BIG BROTHER NOW!

Continental now offers first and only QUART beer can on the market.

It's Cap Sealed



There is a steadily growing demand for beer in quart containers. The demand is growing because of the fact that the quart container is the only one that is big enough to hold a quart of beer. It is also big enough to hold a quart of beer without leaking. This is the spirit of Continental. This is the spirit of the men who work for Continental. This is the spirit of the men who have made Continental what it is today.

CONTINENTAL CAN COMPANY



TAKE IT AWAY!

Virtually the same experience is repeated hundreds of times a day in Continental's shipping plant all over the country. This is the spirit of Continental. This is the spirit of the men who work for Continental. This is the spirit of the men who have made Continental what it is today.

CONTINENTAL CAN COMPANY
NEW YORK • CHICAGO • SAN FRANCISCO • MONTREAL • TORONTO • KANSAS CITY

WHY DON'T THEY PUT THAT IN CANS?



Many a manufacturer has wished that his product could be put in a can. It is the fact that his product is so valuable that it is not worth the cost of shipping it in a box. This is the spirit of Continental. This is the spirit of the men who work for Continental. This is the spirit of the men who have made Continental what it is today.

CONTINENTAL CAN COMPANY
NEW YORK • CHICAGO • SAN FRANCISCO • MONTREAL • TORONTO • KANSAS CITY

BIGGEST CANNED BEER OPPORTUNITY



CONTINENTAL CAN COMPANY

NO. 37 Discussions of TYPICAL JOBS GOOD BUSINESS PAPER ADVERTISING HAS DONE... prepared by advertising agencies of wide experience in the use of business paper space... sponsored by these outstanding business papers:

AMERICAN BUILDER & BUILDING AGE, Chicago
BAKERS' WEEKLY, New York
BOOT AND SHOE RECORDER, New York
BUILDING SUPPLY NEWS, Chicago
CHEMICAL & METALLURGICAL ENGINEERING, New York
DEPARTMENT STORE ECONOMIST, New York
ELECTRICAL WORLD, New York
ENGINEERING & MINING JOURNAL, New York
FOOD INDUSTRIES, New York

HOTEL MANAGEMENT, New York
THE IRON AGE, New York
THE JEWELERS' CIRCULAR-KEYSTONE, New York
LAUNDRY AGE, New York
MACHINERY, New York
MACHINE DESIGN, Cleveland
POWER, New York
RAILWAY AGE, New York
SALES MANAGEMENT, New York
STEEL, Cleveland

GOOD BUSINESS PAPERS BUILD BETTER BUSINESS

SOMETHING ON EVERY PAGE *Worth Reading*



Which means the ads get read, too!

The reader of the daily Chicago Herald and Examiner holds in his hands a gem-like newspaper. Every page sparkles with brief, pithy stories, with photographs high in human interest. Scores of cartoons and features route him from page to page. And he sees all there is to see on every page, because each is only five columns in width, 200 lines in depth . . . No fold hides your advertisement on these bright pages. It can never be buried or lost. It lies always alongside newsmatter, always along the path of the readers' interest. It has insured visibility—greater ad-tention value. That's why the daily Herald and Examiner, at 40c a line, is an outstanding buy in the outstanding market of Chicago.

HERALD AND EXAMINER Chicago's NEWSpaper!



NATIONAL REPRESENTATIVES

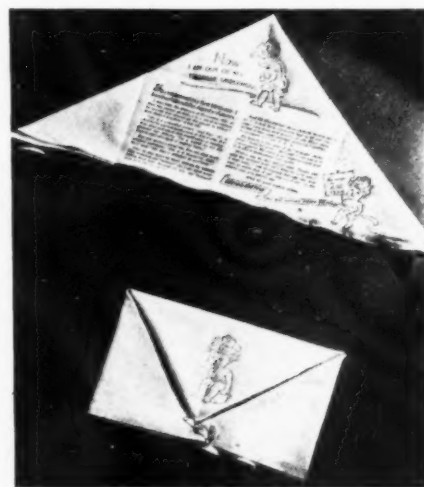
TABLOID NEWSPAPER ADVERTISING SERVICE

WALTER ROMPEL, GENERAL MANAGER

Gravure Service Corp. Now Is Newspaper Groups, Inc.

Gravure Service Corp., so named since its inception in 1921, changed its name to Newspaper Groups, Inc., on December 16.

In making the announcement, D. E. Moran, Jr., president, pointed out that the company, from the time of its organization until 1938 was concerned with the promotion of rotogravure advertising only—first in newspapers individually, and lately



On its first birthday *Building*, The National News Review, uses diapers—presumed to have served the publication during its infancy—to tell the story of his life with his parents, Earl M. Oren Publications, Inc., and the guidance given him by "Dr. C. C. A." And now, says he, "My voice is no longer a treble pipe. It is heard throughout the nation. Watch me in my second year."

through the organization and operation of its Five Gravure Groups.

During 1938, however, through its formation of the Midwest Comic and Pacific Coast Comic and Magazine Groups, Mr. Moran said he felt the company had increased group coverage through the use of these other two Sunday media, and that the expansion of its activities necessitated a new company name.

CBS Publishes Report on European Crisis

"Here, as the world heard it hour by hour, for 20 crucial days, is the sound of Europe tearing up its maps," says CBS on the first page of "Crisis," its 175-page report summarizing its daily—and hourly—broadcasts during the month of September when Americans waited anxiously for the answer to their question, "Peace or war?"

The cover of this volume is a map of Central Europe; the interest of its contents is heightened by photographs of persons and places prominent in the news. At the end is a ten-page time table of the more than 400 speeches, commentaries, reports and news bulletins broadcast by CBS.

"The Proof of the Pudding"

In keeping with the season, Station WIBW sent, as its most recent promotion piece, a plum pudding wrapped in orange cellophane, tied with green ribbon, packed neatly in a gold box.

We hoped it was a Christmas present, but it wasn't, for with it came a business-like message from Ben Luden, station manager, telling us that "The proof of the

SALES MANAGEMENT

pudding is truly in the eating. And that's why so many advertisers, after sampling WIBW's powerhouse results with announcements or a few programs, are now using heavy program schedules with proportionately greater sales!"

"The Voice of Kansas" speaks with a honeyed tongue.

Marketing Flashes

(Continued from page 85)

They were M. H. Beekman, kitchen sanitation; A. H. Jaeger, water heaters; D. C. Marble, ranges; G. H. Smith, refrigeration; H. E. Warren, home laundry equipment. In addition, W. A. Grove, ad and sales promotion manager, and Clinton Brown, in charge of sales campaigns, told of the carefully devised selling program being instituted.

Each division manager makes his talk in a room stocked only with the goods under his supervision. Distributors move from room to room in the hotel. Twelve such meetings are being held in various cities.

When they have heard the story and witnessed the sales demonstrations, the distributors are supplied with the paneled backgrounds. They then go home and—equipped with manuscripts and materials by the company—repeat the performance before their dealers, who are invited to local hotels.

Distributors will carry on this arrangement in some 80 cities, calling in dealers from nearby towns. In this manner an organized, unified selling program is transmitted with virtually no variations from headquarters, via distributors, to every dealer in the country.

Final act in the step-down schedule comes, of course, when the retailer tells that part of the story in which the consumer is interested in his store, which duplicates the hotel room set-up.

Says Mr. Turnbull:

"Old appliances long in use in thousands of homes will become worn out, become obsolete, during 1939. Housewives have had a vacation from re-equipping in recent months because of poor business conditions. Their attitude is now changing, partly because of necessity.

"This situation cannot fail to provide an enormous market, regardless of the volume obtained from new appliance buyers. We expect this replacement market alone to fulfill sales quotas which have been considerably increased over 1938."

CBS Buys Record Co.

Columbia Broadcasting System has purchased the American Record Corp. from Consolidated Film Industries, Inc., and thereby enters the business of

making phonograph records.

Subsidiaries of American include Brunswick Record Corp., American Record Corp. of Calif., Master Records, Inc., and Columbia Phonograph Co. Only a few years ago Columbia Phonograph was the owner of Columbia Broadcasting—then a sturdy infant destined to grow many times larger than its parent.

"The popularity of home records has grown tremendously during the last few years," explains William S. Paley, CBS president. "Broadcasting in itself has widened the market for records. People come to know compositions by hearing them on the air, then buy records so that they can hear the music they are familiar with at the moment they want to hear it . . . We feel that CBS is broadening the base of its service along natural lines."

Thus the manufacture of phonograph records, which was squashed almost flat by radio, has been revived by the squasher, and looks forward to a flourishing future.

HERALD AND EXAMINER

Chicago's NEWSpaper!



The most Local News
for morning consumption
in Chicago!



Damon Runyon

The most "features" in
Chicago — morning or
evening!



Yet all these riches on
modern-sized, 1000-line
pages!

**GREATER
AD-TENTION
VALUE**

HERALD AND EXAMINER
Chicago's NEWSpaper!

ADVERTISING AGENCIES

T & T Join C & H

Advertising's pre-evaluating Townsends, W. S. and A. J., are stepping out of the advertising research business to become full-fledged advertising agents. They have joined Calkins & Holden, New York agency, as "active partners," it was announced by that agency last week.

The Townsend Advertising Research Institute, which was formed shortly after the rise to fame of T & T's 27 points as a separate corporation "to further the scope of the methods of pre-evaluation" will continue to function as before, serving among other clients Andrew Jergens Co., Gillette Safety Razor Co., Philco Radio and Television Corp., Quaker Oats Co., and Wm. Wrigley, Jr., Co.

With the exit of the Townsends, the Institute will be headed by Dr. W. J. Reilly, Albert E. Haase, and Leon M. Soudant.

"Route" Agency Formed

A new agency, H. A. Morse Campaigns, was set up recently in New York to specialize in giving advertising counsel to and creating campaigns for route-selling industries. Among the industries which the agency will cater to are bakers, dairies and laundries.

Head of the new agency is H. A. Morse, formerly in charge of advertising field service for Quality Bakers of America and a member of that organization's marketing plans board. During his work in developing sales promotion plans for the baker members of the association, Mr. Morse asserts that he "found that it was very difficult for bakers to secure practical assistance in solving their special advertising and merchandising problems, which vary greatly from those of the average retailer." Hence his decision to open his own agency to specialize in this particular type of work.

Under development now is a new syndicate campaign for bakers.

Agency Notes

Kenyon & Eckhardt Ltd., affiliate of Kenyon & Eckhardt, Inc., New York, has opened offices in Montreal, Canada, to serve the following accounts for the agency in that territory: Spud cigarettes, Quaker State motor oils, Kellogg's all-bran, Black Cat and Craven A. cigarettes, and Knox gelatine.

Hiram Walker, Inc., has announced that "due to their considerable expansion in the last two years," the three sales companies that compose the Hiram Walker-Gooderham & Worts group in this country (which includes, besides those two, James Barclay & Co., Ltd.) are to have separate advertising agencies.

Sherman K. Ellis, New York, who now

handles both Hiram Walker and G. & W. will resign from the latter on June 30 and retain the Hiram Walker account, which includes Canadian Club, Ten High, and a line of gins. Maxon, Inc., Detroit, will retain the James Barclay & Co. account. Agencies have been invited to submit bids for the G. & W. account.

The 1939 convention of the American Association of Advertising Agencies has been scheduled to be held in New York May 11-12, at the Hotel Waldorf-Astoria. Early plans call for the final session of the convention to be open to advertisers and media groups.

The American Federation of Radio Artists has proposed to Four A's a wage and hour agreement and announced that "definite steps" will be taken after the first of the year to put the agreement into effect by contracts with individual advertising agencies. Most significant change called for has to do with the pay of radio artists for rehearsals, the basic pay outlined by the agreement for quarter, half and full hour broadcasts not representing an increase over the present rate, according to Mrs. Emily Holt, executive secretary of AFRA. It is proposed that the usual practice of regarding rehearsal time in a flat rate covering the whole broadcast be discarded and rehearsal time paid for separately at a fixed rate per hour.

Sherman K. Ellis & Co. has resigned the accounts of Sawyer Biscuit Co. and Quality Biscuit Co., divisions of United Biscuit Co., effective immediately.

Wycliff Hill has opened a new agency in Houston, Texas, which will be known as the Bureau of Advertising and Publicity. Associated with Mr. Hill is John R. Singleton as a junior member of the firm.

The "idea suit" of Neville O'Neill against Arthur Kudner, Inc., was "amicably settled" last fortnight. Mr. O'Neill had asked damages of \$250,000, charging that the agency had appropriated an idea, "G. M. Means Good Measure," and used it in an institutional campaign for General Motors. Under the settlement all rights of the "Good Measure" slogan idea have been turned over to Arthur Kudner.

Belden Associates, Cleveland, has joined the National Advertising and Promotion Group, a new agency network with members in 12 cities. NAPG headquarters are in Chicago.

People

Young & Rubicam has announced the addition of two new members to its Chicago staff and one to the personnel of its New York office. J. K. Laird, former vice-president and director of Weco Products Co., and Thomas L. Burch, until recently division sales manager of the Borden Co., have been named account executives of the agency in Chicago; and Thomas F. Harrington, former manager of the agency's radio department in Hollywood, has been transferred to the New York office to become director of radio for the agency, succeeding D. D. Stauffer, resigned.

J. K. Laird
... from tooth-
brushes to adver-
tising.



Before joining Weco Products in 1929, Mr. Laird was a member of the editorial staff of the Chicago *Herald & Examiner* where he served as manager of both the merchandising and plans departments of that newspaper. An active member of the Association of National Advertisers, he was elected a director of the organization in 1936 and the following year became vice-chairman. He has served as president of the Advertising Club of Chicago and of the Chicago Federated Advertising Club.



Thomas L. Burch
... resigned as
Borden Co. sales
manager.

Mr. Burch, who had been with Borden for 14 years, resigned as division sales manager of the central division of the company, to join Young and Rubicam. He had previously been advertising manager of Borden Sales Co., a retail salesman and a reporter for the old New York *World*.

Mr. Harrington joined the agency in 1933 as a radio production man and since 1935 has headed the agency's representation on the West Coast and been in charge of all of the agency's programs originating in Hollywood. He began his advertising career with the former George Batten Co. in Boston and was later an account executive in the New York office of the agency when it merged to become Batten, Barton, Durstine and Osborn.

W. C. Geoghegan, Jr., until recently assistant manager of the promotion department of Gulf Oil Corp., has joined the copy staff of Lennen & Mitchell, New York. William G. Smock, formerly with the Columbus, Ohio, *Citizen* and the Associated Press, has joined Belden Associates as an account executive and copy writer.

J. M. Mathes, Inc., New York, has announced that William A. Stutts, who joined its production department in 1936,

SALES MANAGEMENT

has been promoted to an executive position in the textile division of that agency.

William A. Stutts
... promoted at
J. M. Mathes



Robert Wenban, Howard A. Jones and Marvin Harms, all three of whom have been associated with Blackett-Sample-Hummert, Inc., Chicago, for several years in an executive capacity, have been made vice-presidents of the agency.



Frances Olivier
... heads Grey
cosmetics division

Grey Advertising Agency, New York, has named Miss Frances Olivier as director of the agency's cosmetics division. Former beauty editor of the New York *World* and account executive with three Manhattan agencies, she was more recently advertising director of Helena Rubinstein, a post which she held for four years.

Account Appointments

To: *Federal Advertising Agency*, John F. Trommer, Inc., Brooklyn, New York, and Orange, N. J., brewing company, effective January 1 ... *Arthur Kudner*, Lead Industries Association, to handle its consumer advertising ... *BBDO*, Griesedieck Bros. Brewing Co., St. Louis ... *Fitzgerald Advertising Agency*, New Orleans, radio station WWL, New Orleans, which recently increased its power to 50,000 watts.

To: *N. W. Ayer & Son*, Philadelphia, Goodyear Tire and Rubber Co., in connection with the retail newspaper advertising for Goodyear dealers and stores; *United Air Lines*, Chicago, effective February 1; and *DeBeers Syndicate*, London diamond dealers, to make a nation-wide analysis of the opportunities and methods for increasing the sale of diamonds in the United States.

To: *William A. Shantz Advertising Agency*, Scranton, Pa., Anderson Bakeries, including the Warren Baking Co., Warren, Pa., Butter-Krust Baking Co., Bradford, Pa., and Lakeside Baking Co., Dunkirk, N. Y. ... *Abbott Kimball Co.*, New York, McCurrach Organization, Inc., same city, manufacturers of men's neckwear.

To: *Spooner & Kriegel*, New York, Magnus Industrial cleaners and soaps ... *R. T. O'Connell Co.*, Renee Thornton cosmetics ... *Kelly, Nason & Winston, Inc.*, New York, B. Altman & Co., N. Y. department store ... *Earle Ludgin, Inc.*, Chicago, Glaser, Crandell Co., manufacturers and packers of preserves, sauces and other food products ... *Albert Sidney Noble*, U. S. producers of by-product ammonia, for their product domestic sulphate of ammonia.

Unguentine Ads Appear with New Copy Theme

The use of Unguentine for burns and sunburns has so "typed" the product, says Lawrence G. Gumbinner, N. Y. ad agency handling the Norwich Pharmacal Co. account, "that its other uses are seldom thought of by its enthusiastic devotees." To overcome this, 1939 advertising for the product will emphasize it as a "modern antiseptic" to relieve cuts, scrapes, scratches and skin irritations as well as burns and scalds.

Advertising carrying the new copy theme will appear in column, double column and smaller unit space in *Ladies' Home Journal*, *Good Housekeeping*, *Better Homes and Gardens*, *True Story*, *McCall's*, *Parents' Magazine*, *Holland's* and *The American Weekly*. Local advertising in newspapers, subway and "L" station posters, window and counter displays will stress the fact that "Unguentine, old though it may be, has kept abreast of modern medical science by continual laboratory research."

YOUR KEY TO
COMFORT



9th and WASHINGTON
50% OF ALL ROOMS \$2.50 OR LESS, SINGLE
\$5.00 OR LESS, DOUBLE

PHOTOSTATS

COMMERCE PHOTO-PRINT
CORPORATION

1 WALL STREET

233 Broadway 56 Pine St.
40 Maiden Lane 33 W. 42nd St.
Dlgbly 4-9135-6-7-8

NEW YORK HEADQUARTERS

• The Belmont Plaza because of its convenient location is hotel headquarters for leading advertising and sales executives. You'll always meet someone you know here.

Just a few blocks from Grand Central Terminal and in the heart of the advertising district, at the Belmont Plaza you're right in the center of things.

Two excellent, popular-priced restaurants—the Pine Room and the famous Glass Hat, one of New York's smartest cocktail, dining and dancing rooms.

800 spacious well appointed rooms, each with both tub and shower, radio and full length mirror from \$3.00. Several fine private rooms available for luncheons, dinners, meetings or small convention groups.

HOTEL

Belmont Plaza

Lexington Avenue at 49th Street, New York

John H. Stember, Manager

National Hotel Management Company, Inc.

Ralph Hitz, President



TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

DO YOU WANT A LINE?

If you have a distributing organization—local, sectional or national—and you are seeking new or additional items to sell, **SALES MANAGEMENT** magazine invites you to file in their New York offices information about your company, and data on the type of product you are best equipped to distribute.

DO YOU WANT A SALES AGENT?

If you are seeking distributing organizations to take on your product, **SALES MANAGEMENT** invites you to file in their New York offices a statement of your needs with respect to the territory to be covered.

Through the **SALES MANAGEMENT** Readers' Service Bureau, this magazine will be glad to establish contacts between companies seeking distribution, and those having meritorious products which need distribution machinery, wherever we can do so.

SALES MANAGEMENT
420 LEXINGTON AVENUE
NEW YORK CITY



To Alert . . . SALESMANAGERS

When routing through Central New York, remember Hotel Syracuse is long on value, comfort and service. Centrally located. Four attractive restaurants . . . restful accommodations.

Rates from \$3.00 single.

**HOTEL
SYRACUSE**

Foy B. Mareness, Mgr., SYRACUSE, N. Y.



Add reprints of
Marketing Pictographs
to your selling kit. Write
Sales Management for
prices.



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT** Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Second "Push Book" on Contest Awards

In this too-brief comment on the 1939 "Push Book" of Belnap & Thompson, this column enthusiastically takes off its hat to a job interesting to every organization which conducts sales contests. A year ago we commented on the publication of the first "Push Book"—a new idea in contest prize catalogs. Combining full color printing with the best of *Esquire*-like art, the catalog was designed to not merely catalog and publicize merchandise available for prizes, but also to stimulate salesmen to take a keen interest in these prizes through the sheer excellence of editorial treatment of the content.

The 1939 "Push Book," entitled *Prizes*, succeeds in surpassing the standard set up last year, by introducing additional articles on selling and salesmanship which will tickle the attention of the most hard-boiled grip-toter. Articles by Dale Carnegie ("Six Ways to Make People Like You well enough to want to do business with you"); by Bruce Barton ("It Takes Push to Push Ahead"); by Merle Thorpe ("People Don't Buy . . . They're Sold"); and additional material of similar stimulating and self-analytical nature, make the large book a sales manual in itself. Practically every type of merchandise available for prizes, from nick-nacks to furniture, is listed and illustrated, with quota value of each indicated, and a key for the sales executive's information as to actual dollar cost. For copies, requests to Douglas E. Thompson, Belnap & Thompson, Inc., 309 W. Jackson Boulevard, Chicago, Ill.

Collier Shows How "They Read as They Ride" to the Fair

In a Pictograph appearing in the October 1 issue of **SALES MANAGEMENT**, we showed how retail sales might be expected to increase during 1939 in New York due to the World's Fair. The figures were based on an analogy with what happened in Chicago during the Century of Progress Exposition. Collier Service Corp. has issued a promotion booklet showing how advertisers can reach a big chunk of the Fair crowd through space in the transportation lines which will serve the Fair. Write Collier Service Corp., 745 5th Avenue, New York, N. Y. for a copy.

"Pictograph Digest" of Buying of Better-Than-Median Families

Time sponsors a "pictograph digest" of a sample (Chicago) of the consumer purchase survey made recently by the Departments of Labor and Agriculture. The

study analyzes family purchases in 15 different product classifications, shows that the half of all families above the \$1,446 median income bought 70.3% of all consumer goods by value. Effective and interesting presentation of *Time's* argument in favor of selective selling in the higher-income brackets. Write Harry Dole, *Time*, Inc., Time & Life Bldg., Rockefeller Plaza, New York, N. Y.

The Grocery Business "Is Different" in California

Hearst International Advertising Service contributes an analysis of "The Wholesale and Retail Grocery Business in Southern California." It points out that four factors have completely revolutionized food distribution in Southern California in the last 15 years; these are: Climate, increased population, spread of population, widespread decentralization. Offers a clear picture of grocery marketing setups, with statistical data and clear, usable maps. Very worth while. Address Wm. A. Wallace, Hearst International Advertising Service, 959 8th Ave., New York, N. Y.

Montreal: Bi-lingual Market

New Montreal route lists for drug stores and grocers, with accompanying "salesmen's maps" of the city, are available from the *Montreal Daily Star*. The maps show number of various retail outlets by zones, and percentage of English and French speaking families by zones. Write H. G. Brewer, *Montreal Daily Star*, Montreal, Que., Canada.

Reaching the Kansan by Radio

How many Kansas homes have radios? In what rooms are most Kansas radio sets located? When do Kansans do their radio listening? What kinds of programs do Kansas people like best? These and more pertinent questions about the radio audience are answered in the 1938 edition of "Kansas Radio Facts," sponsored by Station WIBW, Topeka. Send requests to Ben Ludy, in care of the station.

All About Bakelite Laminated

For all those interested in plastics: A new booklet, "Bakelite Laminated," sponsored by guess who. It describes physical properties of Bakelite resinoid, its wide range of industrial uses, concrete instructions for working the material. In two colors, with excellent illustrations. Write Allan Brown, Bakelite Corp., 247 Park Avenue, New York, N. Y.

Rural Minds, Rural Loyalties

Letters from rural readers are converted into a smart and readable booklet by the *Country Home* magazine. It's called "I Think." The editors call it "a panorama of the thoughts, convictions, hopes and accomplishments of rural people" . . . and it's as convincing an exhibit as we've ever seen designed to prove reader interest in a publication. Write E. P. Seymour, the *Country Home*, 250 Park Ave., New York, N. Y.

Ubiquitous Plaskon

Plastics, you may have noticed, are getting into everything—all the way from the knob on your automobile gear shift to the buttons on your pajamas. Plaskon Co. presents a terse summary of a few of the many applications of this product, with illustrations, in a booklet "Molded Color." You may have a copy by sending a request to James D. Rodgers, Plaskon Co., Inc., 41 E. 42 St., New York, N. Y.

SALES MANAGEMENT

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 29 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

TO THE MAN OF EXPERIENCE, \$2,400 yearly and up, seeking a new connection, but who wishes to protect, beyond question, his identity and present position, this service, established 1927, offers a plan especially geared to present day conditions. Of equal pertinence is our alternate plan for the man, now unemployed, who wants to locate the quickest market for his services. Send name and address only for particulars. J. T. Jennings, P. O. Box 161, Taylor Place, Short Beach, Connecticut.

ASSISTANT SALES PROMOTION AND ADVERTISING MANAGER FOR NEW ENGLAND FUEL COMPANY.

Sales promotion consists largely of taking the principles of successful merchandising as they are formulated, and teaching them to those who distribute the product. It is the old principle of creating a sales-making idea and then multiplying it as many times as possible.

The young man desired is between 30 and 35 years old, and has had experience on the creative side of sales promotion work. He is capable of taking hold of a merchandising plan or a merchandising idea and carrying it through to completion.

To a man of the right qualifications this position will pay an appropriate salary with exceptional opportunities for advancement. Write, telling the full story of yourself.

Box 619, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

Note: Our own men know of this advertisement.

EXECUTIVES EARNING \$2400 to \$25,000. Vocational relations counsel of demonstrated ability conducts confidential introductory employment negotiations keyed to the qualifications presented. Leaders of industry, and those of your choosing, contacted in your locality, or elsewhere, through personalized advertising campaign at moderate expense. If you have the initiative to press on towards a higher paying position, this organization may be the medium of achieving your ambition. Write for full information to VOCATIONAL INTERMEDIATES 1428-30 National Bank Building, Detroit, Michigan.

HELP WANTED

Traveling Sales Manager

by large paint brush manufacturer to cover United States.

Salary and expenses paid. This stable, long-established and well-financed organization will train you thoroughly in its merchandising policies.

Experience in traveling for paint or brush manufacturer advantageous.

Disadvantages to this position are that you will be required to be away from home many months at a time; also work is at fast pace.

State age, experience, education, qualifications. Neat, methodical presentation of facts will assist you in securing interview. Write—

BOX 621, SALES MANAGEMENT
420 Lexington Avenue, New York, N. Y.

A RELATIVELY SMALL BUT LONG ESTABLISHED and well financed manufacturing concern located in North Central Ohio has an opportunity for a man 30 to 35 years of age who has had

HELP WANTED (Continued)

actual selling experience; and in addition has assisted in the planning and direction of sales effort. After a brief training period, his time would be spent largely in the field strengthening and broadening distribution and aiding the activities of district Sales Representatives. In applying, please state age, education, experience in detail and give references which will be treated in confidence. Box No. 620, c/o SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

INDUSTRIAL LINES WANTED

A WELL-TRAINED SALES EXECUTIVE OF broad background in the industrial field wishes to take over the representation of several Grade-A products, non-competitive, selling to the industrial field. First choice of territory is Central New York, with headquarters in Syracuse, where his established contacts would be of most value. Second choice would be New England. This man is a Yale engineering graduate; he has hired and trained salesmen and has spent ten years in industrial sales work for one of the country's largest oil companies. He seeks quality products sponsored by well-established manufacturers and prefers products which sell on a repeat-business basis. Address Box 610, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

LINES WANTED

OFFER YOU INTELLIGENT SALES REPRESENTATION New Orleans to Denver and El Paso, four times yearly. Want short, staple, non-seasonable line, must have some established business. Gentle, 38, references. R. E. Barret, Knox Street Station, Dallas, Texas.

THE FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-1. Territory: Western N. Y., hdqrs., Syracuse. Wants several non-competitive first-grade products selling to industry which have repeat sales.

Ag-2. Territory: Md., D. C., hdqrs., Baltimore. Wants grocery specialty products.

Ag-3. Territory: National, hdqrs., Chicago. Wants grocery products.

Ag-4. Territory: Tenn., hdqrs., Nashville. Wants mechanical or electrical specialties selling through dealers.

Ag-5. Territory: South Tex., hdqrs., Houston. Wants several good staple or specialty lines.

Ag-6. Territory: Southern O. Ind., Ky., Western W. Va., hdqrs., Cincinnati. Wants products selling to electrical and hardware stores, central stations, jobber trade.

Ag-7. Territory: New England, hdqrs., Boston. Wants any product that has New England potential.

Ag-8. Territory: National, hdqrs., Boston. Wants products in sporting goods, toy or hardware field.

Ag-9. Territory: West Virginia, Southeastern Ohio, Eastern Kentucky. See Ad Box 303.

Ag-10. Territory: Central New York or New England. See Ad Box 610.

Ag-11. Territory: New York, New Jersey, New England, hdqrs., New York. Wants automotive products, jobber and chain store trade.

Ag-12. Territory: New Orleans to Denver and El Paso. Wants short, staple, non-seasonable line.

Ag-13. Territory: Wisconsin, hdqrs., Milwaukee. Wants food specialty, cosmetics, drug sundries, any products with repeat possibilities.

Ag-14. Territory: New York Metropolitan area, hdqrs., city. Wants engineering and marine products.

MAILING LISTS

SPECIAL MAILING LISTS. CHEMISTS, Accountants, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives. Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

POSITIONS WANTED

PARTNER WHO HAS WITHDRAWN FROM advertising agency seeks position as advertising or sales promotion manager. Experience covers both national and retail field. Interview arranged at your convenience. Box 617, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

A SEASONAL SALES TRAINING DIRECTOR is selling an opportunity to demonstrate what systematic intelligent training can do to raise volume-per-man and cut sales costs. This man's methods of training men and increasing sales have been effective with all types of salesmen—commission, wholesale, retail, clerks, sales engineers, dealers. Also a variety of specialties, commodities and services. This man (in his thirties) seeks a company anywhere in the U. S. A. where he can prove of permanent value training men to get more orders. Hearing the story of his methods will be well worth the time of any important sales manager. Personal appointments can be arranged quickly in the New York area. If you sell a reasonable volume of goods through salesmen, distributors or dealers . . . write Box 613, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

MARKETING EXECUTIVE. FIFTEEN YEARS' advertising and merchandising for one of large Chicago mail order retail chains. Produced many millions in sales. Last six years in charge marketing and development new products for two nationally known manufacturers. Box 614, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES MANAGER OR DISTRICT SALES Manager. Fifteen years' experience in selling and sales management as District Sales Manager and District Manager large corporation. Successful record in hiring, training, developing and directing salesmen and in increasing sales volume. Good education, alert and energetic. Familiar with hardware, building material and paint trade in South. Box 609, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

REPRESENTATION WANTED

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-1. Product: Water and metal treatment for steam boilers. Territory open: N. Y. and N. J.

Mf-2. Product: Drug item. Territory open: National.

Mf-3. Product: Insecticide. Territory open: New England, parts of East, most of Middle West.

Mf-4. Product: Display materials. Territory open: National.

Mf-5. Product: Specialty selling through infants' departments of department stores. Territory open: Wash. and Ore.; San Francisco and Northern Cal.; Los Angeles and Southern Cal.; Salt Lake City; Tex.; Kans.; Okla.; Mo.; Ia.; Ga.; N. C. and S. C.; Tenn.; Miss.

Mf-6. Product: Patented fire and burglar alarm device. Territory open: National.

Mf-7. Product: Thermometers in drug field; testing instruments for industrial lines. Territory open: National.

Mf-8. Product: Fuel. Territory open: New England. See Ad Box 619.

C O M M E N T

BY RAY BILL



LOOKING ON INTO 1939: The season for forecasting is at its peak, and amid all the varied predictions it is not so easy to tell just which of the prognosticators are distinguishing the trees from the forests.

Nevertheless, a few things do seem pretty clear. For instance, there is no denying the fact that we finish the old year and enter the new one with a truly better state of business mind and a materially different business momentum than prevailed just 12 short months ago. However, to our way of thinking, the most significant feature of the outlook for 1939 lies in the probability—we may say certainty—of greatly improved harmony and cooperation between government and business.

To be sure, there are some leaders in industry who privately boast of being bitter-enders as regards the New Deal. They profess to see little or no good in the policies inaugurated during the Roosevelt regime and actually go so far as to hope that business will not become very good before the New Deal has been decisively defeated in the next presidential election. But that their thinking and their policies will govern the current trend, we doubt a hundred fold. The simple truth is that, like fruit in the orchards, cooperation between business and government has been growing ripe through wholly natural causes. What has led and is leading to improved relations between business and government? *Many* things, of which we would mention:

FIRST, the theory of spending on the colossal scale (WPA in particular) has not panned out too successfully, either for selfish political purposes or as effective pump priming for private business. Moreover, it is an excessively costly technique which cannot be pursued indefinitely.

SECOND, the right wing of the Democratic Party has regained a dominating position.

THIRD, the election of the Fall of 1938 clearly showed a public swing from the left to the right.

FOURTH, the venture of Labor leaders into politics has failed to demonstrate their ability to deliver elections. Hence, there will be less pandering to the quack theories of the more specious and expedient type of labor lobbyists. Moreover, Labor has grown to realize that it must look far more to business leaders than to politicians for bettering the lot of both the employed and the unemployed.

FIFTH, the farmers know they need a sound type of cooperation between business and government in order to

create more substantial security for themselves.

SIXTH, the continuance of large scale unemployment leaves the biggest problem of the decade still unsolved. That the solution lies in higher taxes to sustain greatly enlarged public and relief payrolls seems well exploded both in theory and in practice. That the greatly needed solution of this paramount problem via the payrolls of private industry can be effected without real harmony and cooperation between government and business seems irrational to believe, let alone attempt. In this connection, that private investor capital and institutional investment capital, including that managed by the banks of the nation, will do its lion's share of the job to solve unemployment has been proved impossible until cooperation between government and business can be *felt* as well as just be said to exist.

LASTLY, and perhaps of utmost importance, this country must be really prepared for war if indeed it is to avoid both the threat and the reality of war. By prepared, we mean on a scale and in many more specific ways than has ever heretofore been urged from any source. Such preparedness can be attained only through the very closest cooperation between business and government.

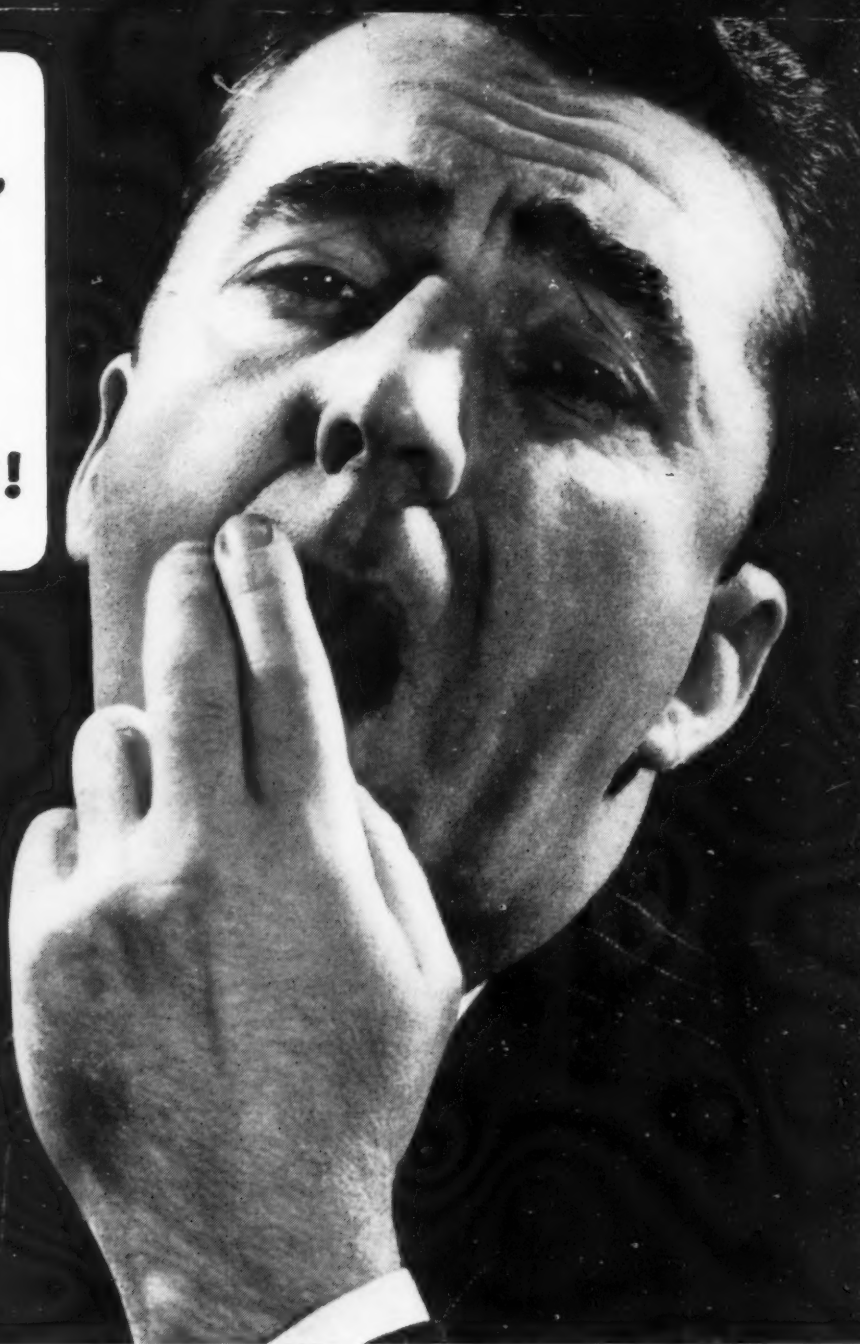
Hence, in summary, we predict that the Roosevelt administration through the remainder of its present term of office (1) will be inspired far more by patriotic motives than with political objectives; (2) will be more deeply concerned with the solution of large scale unemployment than with new social reforms; (3) will seek the solution of unemployment principally via the private payroll; (4) will lean to credit priming rather than public spending in its effort to win private capital out of its present state of timidity; and (5) will actually woo business in its sincere effort to augment prosperity and assure the future safety not only of American democracy but of the nation itself.

These same attitudes and endeavors we believe will also find predominating favor in the legislative halls and with the American public, irrespective of the latter's now highly factional composition. That business and business leadership will work hard and long to these same constructive ends appears decidedly likely.

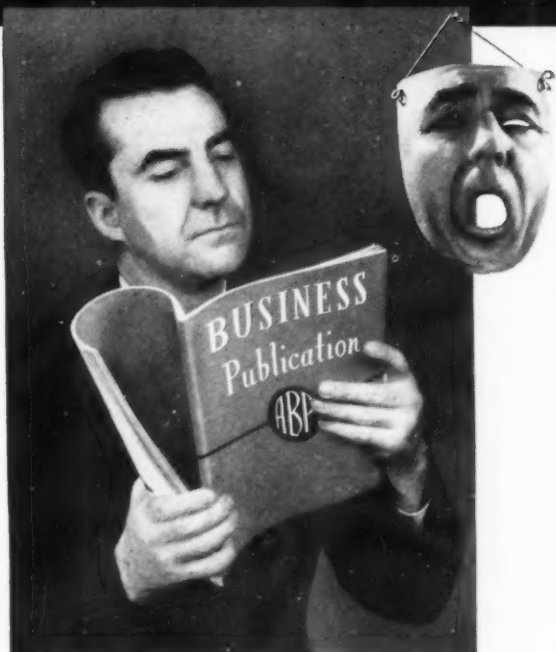
Hence, we forecast a new era of cooperation between government and business—an era, too, of greatly enlightened social and patriotic vision. Small wonder then that we also feel bullish for both the short and long pull.

**BORED
GUY, EH...**

THIS PROSPECT OF YOURS!



— BUT IS HE ?



Your salesmen know this type of buyer. He pretends to be painfully bored. He parries sales arguments with ill-concealed yawns . . . feigns ennui as a mask of sales resistance. But when these same men pick up the business papers to which they look for ideas about their business, they hang up those defensive masks. When your "bored" prospects read their A.B.P. publications, they are alert enough. For one thing, the magazines are on their desks by invitation. They pay subscription cash to get them. And they are with editors in whom they have confidence. They can be themselves!

Your advertising in the A.B.P. publications that reach your prospects will work for your salesmen between their calls. And it will help them penetrate those masks of sales resistance.

The ASSOCIATED BUSINESS PAPERS, Inc.

Highest editorial standards
and publishing integrity



369 Lexington Avenue, New York

◀ Look for the two hall-marks of known value ▶



Proved reader interest in
terms of paid circulation

NEWS and comment about the World's
Greatest Newspaper and its market.

From the

OPENING A WILDERNESS

FAR up on the northern shore of Lake Superior in the forests of the Heron Bay region, hundreds of men—engineers, forestry experts, steelworkers, electricians, carpenters and others—during the past year prepared the way for the Chicago Tribune's newest timberland operations.

To facilitate the production of pulpwood and its shipment to the Tribune paper mill at Thorold on the Welland Canal, a power house, barking mill, and a log flume three and one-half miles long, have been constructed to serve the Heron Bay holdings of some 448,000 acres. Other construction work completed within the year includes a network of roads, lighting, transmission, and telephone lines, water and sewage systems, and many homes and buildings.

In Heron Bay, as in the remainder of the 2,700,000 acres of Tribune forests, lumberjacks are now engaged in cutting operations. Next spring and summer they will drive logs down rivers to wharves. From there, Tribune ships will carry them to the Tribune paper mill at Thorold to be converted into the finest quality of newsprint paper. Other ships of the Tribune fleet then will take the paper to Chicago where, after a brief stay in Tribune warehouses, it will become millions of copies of the Chicago Tribune.

Timberlands, paper mills, fleet of ships, each is a related unit in the low cost production system launched by the Chicago Tribune more than twenty-five years ago. Economies resulting from this system are passed on to readers in the form of a constantly improved



Rhea Seeger, Chicago Tribune Fashions Editor, makes it her job to be on hand when Chicago stores unpack the latest arrivals from designers at home and abroad. Women respect her style sense and like the way she expresses it in her daily article—which is another reason why more women read the Tribune than read any other Chicago newspaper.

newspaper and to advertisers in the form of low advertising costs.

**"Most of our
customers read the
Chicago Tribune"**

—WILLIAM H. MAXTED
Chicago Grocer



"Most of our customers read the Chicago Tribune. Products advertised in the Tribune have always been the best movers," says William H. Maxted, Chicago grocer for thirty-six years.

In the Austin district, in which the Maxted store is located, there are 21,269 families who buy 17,875 copies of the Tribune on weekdays, and 16,719 on Sunday.

As in Austin, the selling influence of Tribune circulation penetrates deeply into every neighborhood and suburb of Chicago, reaching consumers in all levels of family life, regardless of income grouping, social status or racial origin.

UPPER HALF AND Lower Half!

Total daily circulation of the Tribune is now in excess of 900,000; total Sunday circulation is over 1,100,000.

With over 720,000 city and suburban circulation, every day of the week, the Tribune reaches Chicago's largest constant audience . . . an audience of attentive, able-to-buy

*Lady of fashions... Putting men to work
... A pair of 2c stamps... Spotlight on
South America... How to sell women's
shoes in Chicago... Upper and lower
... What a grocer's customers read.*

TOWER

families far greater than that reached by any other medium.

The Tribune attracts readers in every income group of interest to advertisers. It reaches more families in the upper half of the market . . . and more families in the lower half . . . than any other Chicago newspaper.

News from under the Southern Cross


So that readers might have up-to-date facts about the political, social and economic conditions responsible for South America's growing importance in world affairs, the Chicago Tribune recently sent Captain M. M. Corpening of its foreign news service to make a comprehensive survey of the countries south of the Rio Grande.

American born and a graduate of West Point, Captain Corpening writes from the American viewpoint. He has a photographic eye which misses no significant detail. The excellence of his work as a traveling reporter is well known to Tribune readers who last year followed his dispatches during the westward trip around the world which took him into 24 countries.

Captain Corpening's current news quest is typical of the enterprise with which the Chicago Tribune provides its readers with complete, accurate, first-hand coverage of happenings all over the world.



Capt. M. M.
Corpening



● A 25,000-line black and white advertising campaign placed within one year in the Chicago Tribune, daily or Sunday, costs less than a couple of two-cent stamps per family reached.

Because it produces results quickly and at low cost, retailers of women's shoes during the first eleven months of 1938 placed more advertising in the Tribune than in the next two Chicago newspapers combined.